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► Barbados Decent Work Country Programme 2025-2030

► **Barbados Decent Work
Country Programme
2025-2030**



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We, the tripartite constituents of Barbados, have agreed on this Decent Work Country Programme as our common strategy to achieve the priorities and objectives contained therein. We commit ourselves to working together to implement and support the attached programme.

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Bridgetown, Barbados
Wednesday 2 July 2025

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► Abbreviations and acronyms

BERT Plan	Barbados Economic Recovery and Transformation Plan
BECCS	Barbados Employment and Career Counselling Service
BLP	Barbados Labour Party
BDS	Business Development Services
BSS	Barbados Statistical Service
BVTB	Barbados Vocational and Training Board
CARICOM	Caribbean Community
CCA	Common Country Assessment
CEACR	Committee of Experts on the Application of Conventions and Recommendations
CEC	Caribbean Employers Confederation
CIP	Country Implementation Plans
CCL	Caribbean Congress of Labour
CMCA	Caribbean Common Multi-Country Analysis
CODI	Core Diagnostic Instrument
CSME	CARICOM Single Market and Economy
CVF-V20 Group	Climate Vulnerable Forum – Vulnerable Twenty Group of Ministers of Finance
DLP	Democratic Labour Party
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EBMOs	Employers and Business Membership Organizations

ECLAC	Economic Commission for Latin America and the Caribbean
EPR	Employment-to-population ratio
ERT	Employment Rights Tribunal
ESG	Environmental, Social and Governance
ETF	Employment Training Fund
EU	European Union
FPRW	Fundamental Principles and Rights at Work
GDP	Gross Domestic Product
HDI	Human Development Index
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IFI	International Financial Institutions
ILO	International Labour Organization
ILOSTAT	ILO Department of Statistics
ISCED	International Standard Classification of Education
ISCO	International Standard Classification of Occupations
KPIs	Key Performance Indicators
LFS	Labour Force Survey
LFPR	Labour force participation rate
LMIS	Labour Market Information System
MEB	Ministry of Energy and Business
MLPS	Ministry of Labour and People Services
MLST	Ministry of Labour, Social Security and Third Sector
MPEA	Ministry of People Empowerment and Elder Affairs
MRSU	Manpower Research and Statistical Unit

MSDCF	Multi-Country Sustainable Development Cooperation Framework
MSEs	Micro and Small Enterprises
MSMEs	Medium, Small and Micro Enterprises
MTVET	Ministry of Technical and Vocational Education and Training
NDCs	Nationally Determined Contributions
NEET	Not in employment, education or training
NGO	Non-governmental organization
NISSS	National Insurance and Social Security Service
NPO	National Productivity Organization
NSFE	Non-standard forms of employment
NTI	National Transformation Initiative
OECD	Organisation for Economic Co-operation and Development
OECS	Organisation of Eastern Caribbean States
O*NET	Occupational Information Network [United States]
OSH	Occupational Safety and Health
PES	Public Employment Services
PIAAC	Programme for the International Assessment of Adult Competencies [OECD]
PMT	Programme Management Team
PNMI	Potential Net Migration Index
PPP	Purchasing power parity
PULSE-MIS	People-centred Universal and Linked Social Empowerment Management Information System
SAM-SDI	Self-Assessment Methodology for Social Dialogue Institutions
SBA	Small Business Association
SBDC	Small Business Development Centre

SCP	Strategic Compliance Planning
SDGs	Sustainable Development Goals
SIDS	Small Island Developing State
SIYB	Start and Improve Your Business
SME	Small and Medium Enterprise
SMEs	Small and Medium-sized Enterprises
SPER	Social Protection Expenditure Review
SSBs	Sector Skills Bodies
STEP	Skills Toward Employment and Productivity [World Bank]
TVET	Technical and Vocational Education and Training
TVETC	Technical and Vocational Education and Training Council
UN	United Nations
UNCT	United Nations Country Team
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNICEF	United Nations Children's Fund
UNMSDCF	UN Multi-Country Sustainable Development Cooperation Framework
US\$	United States Dollar
VDAB	Flemish Service for Employment and Vocational Training (Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding) [Belgium]
WEF	World Economic Forum



June 20, 2014
Nepoleone
Epimenides
Observational
Qualitative
Unscriptable

► Introduction

The Barbados Decent Work Country Programme (DWCP) for 2025-2030 establishes the common commitment of the Government of Barbados, employers' and workers' organizations, and the International Labour Organization (ILO) to promote Decent Work. The ILO has a longstanding programme of cooperation with its constituents in Barbados, including the implementation of a previous DWCP (2012-2015), and this DWCP reaffirms the commitment of all partners to ensure that Decent Work is at the heart of national development in Barbados.

During the period 2025-2030, the Government of Barbados and the social partners will work to address national Decent Work challenges with the support of the ILO. The DWCP aligns closely with national development goals as set out in national policies and frameworks such as the National Strategic Plan of Barbados 2006-2025, the Barbados Economic Recovery and Transformation (BERT) Plan, and the Barbados 2035 Investment Plan, and is consistent with the 2030 Agenda for Sustainable Development and its commitment to promoting human rights and the core programming principle of 'leave no one behind'. Priorities and results identified in the DWCP are based on clear theories of change, developed jointly by the ILO's national constituents in Barbados.

At the regional level, the DWCP is designed to integrate and find synergies with the United Nations (UN) Multi-Country Sustainable Development Cooperation Framework (MSDCF), 2022-2026, and the Programme will form an integral component of the relevant biennial Country Implementation Plans (CIP) for Barbados.¹ The MSDCF guides the activities and priorities of the UN system in the English- and Dutch-speaking Caribbean and draws on the findings of the Common Country Assessment (CCA) and its update for Barbados, as well as the Caribbean Common Multi-Country Analysis (CMCA).² These assessments serve as an important source of data and starting point for both the situational analysis and the development of DWCP outcomes. The DWCP also aligns with ILO regional priorities for the Caribbean, including those set out in the Panama Declaration for the ILO Centenary: The future of work in the Americas and other relevant strategic and planning frameworks.³

This DWCP was developed through the close cooperation of the ILO's Decent Work Team (DWT) for the Caribbean and a wide range of national stakeholders led by the tripartite DWCP Steering Committee. This included stakeholder workshops in Bridgetown, Barbados, in January and April 2025, as well as a series of bilateral consultations with key national stakeholders.

Previous DWCPs

Barbados' previous DWCP (2012-2015) focused on strengthening national employment policies, enhancing technical and vocational education, fostering entrepreneurship, building the capacity of tripartite partners, and promoting policy coherence. There has been no comprehensive review or evaluation of the DWCP's results, and – given the elapsed time – most current stakeholders have limited direct knowledge of the DWCP's implementation. However, the 2024 Decent Work country diagnostic suggest that many of these overarching themes remain relevant. Additionally, constituents emphasized the importance of establishing robust DWCP management, monitoring and evaluation, and communications plans to ensure effective implementation of the new Programme.

¹ The ILO engaged the United Nations Country Team (UNCT) and Programme Management Team (PMT) in Barbados to design and develop the DWCP. Both teams have been updated through the phases of the DWCP roadmap, with the most recent update shared during the ILO's mission to Barbados in April 2025 to validate the draft DWCP.

² [UN Caribbean Common Multi-Country Analysis \(CMCA\) 2021](#), 2021.

³ For example, the [Buenos Aires Commitment](#) from the XV Regional Conference on Women in Latin America and the Caribbean and the CARICOM [Gender Equality Strategy](#).



Photo courtesy of the National Insurance Board, Barbados

► Country context: diagnostics and situational analysis

The following situational analysis is based on synthesized findings from an in-depth country diagnostic carried out between September 2024 and January 2025. Linkages between the situational analysis and key DWCP outcomes are highlighted through cross-references at the end of each subsection.

Country context

Political, social, economic, and human development context

Barbados is a parliamentary republic with a stable political system characterized by two principal political parties: the Barbados Labour Party (BLP) and the Democratic Labour Party (DLP). The BLP currently holds all seats in the House of Assembly following the 2022 elections. In 2021, Barbados transitioned to republican status, electing its first President to replace the British monarch as Head of State. Barbados generally performs above regional averages on most governance indicators such as rule of law, control of corruption, and political stability.⁴

Barbados has an ageing and declining population and a high dependency ratio. The latest estimates indicate a population of approximately 282,336, with about 30 per cent under the age of 25 and an even split between women and men.⁵ The working-age population (15-64 years) represents 66 per cent of the total, while 16 per cent are 65 years or older. This results in an age-related dependency ratio exceeding 50 per cent, which is projected to increase. Migration significantly affects population trends, with over 25 per cent of Barbadian nationals residing abroad, while the country also attracts a significant share of migrant workers, especially from other CARICOM countries.⁶ While managed immigration will play an important role in addressing labour market challenges arising from an ageing population – including increased demand for care services (see ‘Employment’, below) – the continued loss of skilled emigrants highlights the economy’s limited capacity to generate attractive employment opportunities for many Barbadians.

The economy of Barbados is externally oriented and heavily reliant on tourism, with services accounting for over 85 per cent of GDP and almost half of all employment. Tourism alone contributes 13.4 per cent to GDP directly and up to 35 per cent indirectly.⁷ Despite classification as a high-income economy, Barbados has experienced average GDP growth of less than 1 per cent annually over the past decade, with GDP per capita (US\$19,357, PPP) falling below the Caribbean Small States average in 2023.⁸ The economy remains vulnerable to external shocks due to its limited resource base, lack of diversification, small domestic market, import dependence, and exposure to adverse climate change impacts. The Barbados Economic Recovery and Transformation (BERT) Programme guides economic recovery, though a high debt-to-GDP ratio continues to constrain fiscal space for public investment.

Barbados is classified in the ‘very high’ human development category according to the Human Development Index (HDI), and multidimensional poverty rates are low.⁹ Despite these positive

⁴ For example, World Bank, [Worldwide Governance Indicators](#), World Bank database, accessed 26 September 2024.

⁵ Population statistics are based on: UNDESA, [2024 Revision of the World Population Prospects](#), UNDESA database.

⁶ UN DESA, [International Migrant Stock](#) [database]. Data from 2019.

⁷ Central Bank of Barbados, [Review of Barbados’ Economic Performance: January to December 2023](#), 2024; World [Travel and Tourism Council, Travel and Tourism Economic Impact 2023: Barbados](#), 2024.

⁸ Data from World Bank.

⁹ The UN Human Development Index (HDI) is a summary measure of human development across the areas of education, health, and standards of living. The Multidimensional Poverty Index (2023) of the UNDP estimated that only 2.5 per cent of the population is multidimensionally poor (based on 2012 census data). UNDP, [Global Multidimensional Poverty Index 2024](#), 2025.

indicators, household poverty rates increased from 15 to 17 per cent between 2010 and 2016, with female-headed households experiencing higher poverty rates (21 per cent) compared to male-headed households (14 per cent).¹⁰ The Government aims to reduce poverty rates by 50 per cent by 2030 through initiatives such as increased minimum wage, free tertiary education, and raising the minimum non-contributory pension.¹¹

Climate change

As a Small Island Developing State (SIDS), Barbados is exceptionally vulnerable to the impacts of climate change. The country faces significant risks from rising sea levels, coastal erosion, rising temperatures, changes in precipitation patterns, drought, and more frequent and intense tropical cyclones.¹² Barbados has experienced several significant hurricanes in recent years, including the category 5 Hurricane Beryl in 2024. The concentration of Barbados' economic activities, infrastructure, and population in low-lying coastal areas heightens these vulnerabilities, threatening critical infrastructure such as airports, seaports, and road networks.¹³ The nationally important tourism sector is especially vulnerable to the impacts of climate change and extreme weather events.¹⁴ Barbados' vulnerability is further exacerbated by its reliance on energy and food imports and limited fiscal space for climate adaptation investments, with expenditure on climate events contributing to elevated levels of public debt.¹⁵

National development vision

Barbados' national development vision, outlined in the National Strategic Plan of Barbados 2006-2025, aims for inclusive and sustainable development. The Plan articulates strategic goals including enhanced welfare and social capital, increased economic competitiveness, and the expansion of the green and blue economy as a key driver of economic transformation. Although the Plan is nearing expiration, its strategic aims are likely to remain a significant reference point for national development planning, including aspects that link directly to the Decent Work Agenda. This includes, inter alia, its focus on creating green jobs, developing national infrastructure, improving access to key services (including support for the Third Sector and enhanced social protection), supporting enterprise development and resilience, and strengthening education and skills development to meet evolving labour market needs. Other national strategies and plans, including the BERT Plan and the Barbados 2035 Investment Plan, similarly include objectives that align closely with Decent Work themes such as job creation, inclusive labour markets, enhanced social protection, skills training, and enterprise productivity and resilience.¹⁶

Advancing a just transition to a more an environmentally sustainable society and economy is a key tenet of Barbados' national development strategy. The Government has recognized the importance of climate change adaptation and mitigation as critical national development concerns, as well as the importance of enabling a fair and inclusive transformation to a more environmentally sustainable economy. To strengthen climate resilience and support a just transition, the Government is implementing an ambitious climate and economic transformation agenda through both dedicated climate policy initiatives and the integration of climate considerations into other policies and measures,

¹⁰ IDB, [Group Country Strategy with Barbados](#) (2019-2023), March 2019.

¹¹ Government of Barbados, [Declaration of Mission Barbados](#), 2023; Parliament of Barbados, [Barbados Economic Recovery and Transformation \(BERT\) Plan 2022](#), 2022.

¹² ILO Decent Work Team and Office for the Caribbean, [Core Diagnostic Instrument \(CODI\) Analysis](#), 2022.

¹³ ILO Decent Work Team and Office for the Caribbean, HYPERLINK "<https://www.jointsdgfund.org/sites/default/files/2022-07/CODI%20Barbados%20Final%5B2%5D.pdf>" [Core Diagnostic Instrument \(CODI Analysis\)](#), 2022

¹⁴ Rising sea levels could reduce direct tourism revenue by nearly 50 per cent. Spencer, Nekeisha, Eric Strobl, and Alrick Campbell. 2022. "Sea Level Rise under Climate Change: Implications for Beach Tourism in the Caribbean". *Ocean and Coastal Management* 225: 10620.

¹⁵ ILO, [World Employment and Social Outlook](#), 2025.

¹⁶ Parliament of Barbados, [Barbados Economic Recovery and Transformation \(BERT\) Plan 2022](#), 2022; Government of Barbados, [Barbados 2035: A Plan for Investment in Prosperity & Resilience](#), 2024.

including labour and wider economic policies.¹⁷ At the regional and international levels, Barbados has emerged as a lead architect for green economic diversification and climate finance innovation, including through its leadership in the Bridgetown Initiative and the CVF-V20 Group. In 2024, Barbados successfully completed a first debt-for-climate swap to finance new water and sanitation projects.

The DWCP's contributions to national development goals

The DWCP will contribute to these broader national development goals in several ways, including:

- **Advancing a just transition:** as a cross-cutting aim of this DWCP, measures to enable a just transition are integrated across multiple programme outcomes, with a focus on increased coherence between climate and labour policies to advance climate resilience and Decent Work objectives (1.1, 1.2, 1.3, 1.4, 2.2, 2.3).
- **Supporting workforce development and inclusive labour markets:** through more coherent employment policies, an enhanced national training system, strengthened employment services, and support to MSMEs with a focus on green economy and promoting formalization (1.2, 1.4, 2.1, 2.2, 2.3).
- **Promoting the social solidarity economy:** supporting increased performance and sustainability of Third Sector organizations that provide key social services, employment, and incomes for many Barbadians (2.4).
- **Enhanced social protection:** strengthening the national social protection system to increase coverage among vulnerable groups, provide pathways into decent employment, and ensure an adaptive and sustainable social protection system for all Barbadians (1.3).
- **Strengthened labour administration and social dialogue:** building capacity of tripartite constituents, including the capacity of the Ministry of Labour, Social Security and Third Sector (MLST), and enhancing mechanisms for social dialogue on national policy and industrial relations matters (1.1, 3.1, 3.2).
- **Ensuring protection for vulnerable workers:** ensuring that workers most vulnerable to Decent Work deficits have adequate protections for labour rights and equal opportunities to benefit from Barbados' economic transformation, enabling inclusive and equitable development (1.3, 2.3, 2.4, 3.1, 3.2, 3.3).

** relevant programme outcomes in parentheses*

¹⁷ Key national policies and initiatives include: the National Climate Change Policy Framework (2012); Integrated Coastal Zone Management Plan (2020–2030); updated Nationally Determined Contributions (NDCs) under the Paris Agreement; National Energy Policy (including a focus on renewable energy and energy efficiency), and the Roofs to Reefs Programme (marine conservation and blue economy). Barbados has also integrated climate into other key national policies of relevance to Decent Work, including the 2024 Population Policy, the BERT Plan, Barbados 2035, and the Barbados Physical Development Plan.

The ILO's comparative advantage

The ILO's unique tripartite structure provides an important comparative advantage to support Barbados' national development goals and the realization of this DWCP. National stakeholders recognize the importance of tripartism and social dialogue in driving sustainable economic development, and Barbados has a strong tradition of participatory policymaking. The ILO's expertise in convening and supporting its constituents will play a key role in ensuring that social dialogue remains an integral component of national development planning, including in relation to the implementation of this DWCP.

The ILO's normative instruments and supervisory mechanisms provide a framework for guiding Barbados' ongoing legislative and policy reforms. Promoting respect for international labour standards is critical to ensuring that economic growth leads to long-term, inclusive, and sustainable socioeconomic development, and that the rights of employers and workers are adequately protected in the context of economic transformation and the emergence of new and diverse forms of work. The ILO's technical expertise in areas such as employment promotion, skills development, inclusive labour market development, social protection, sustainable enterprise development, and the social solidarity economy can help address key Decent Work challenges facing Barbados (e.g., labour market inequality, unemployment, informality, skills mismatches, low productivity, socio-economic vulnerability). By facilitating the integration of climate adaptation and just transition principles into labour and employment policies, the DWCP can directly support national efforts to build a resilient, inclusive, and sustainable economy. The ILO's experience in participatory national planning will ensure that the DWCP delivers tangible results and remains aligned with wider national development objectives.

Decent Work situation and key challenges

Employment

Barbados has experienced a decline in both the total labour force and labour force participation rates over the past two decades, and some challenges persist in relation to job creation and unemployment. The labour force has declined from 146,300 in 2004 to 134,300 in 2023, while the participation rate has fallen from 69.5 per cent to 62.3 per cent over the same period. More than 81,000 adults are economically inactive in 2023, up from 64,000 in 2004, primary due to an increasing number of retired persons.¹⁸ Total unemployment rates have steadily declined since 2004, although the 2024 rate of 7.7 per cent still exceeds the Caribbean average (6.8 per cent).¹⁹ Additionally, many workers are engaged in forms of work that often lead to Decent Work deficits. This includes an increasing number of workers in non-standard forms of employment (NSFE), such as temporary 'service contracts' and remote work for foreign employers, while as much as half of total employment may be informal. Youth and workers with lower levels of educational attainment are more likely to engage in NSFE and informal work.²⁰

Although Barbados compares favourably with other countries in the region on many gender equality measures,²¹ women continue to experience some labour market and employment challenges. In

¹⁸ See Barbados Population Commission, [Population Policy](#), 2024.

¹⁹ Data from ILOSTAT (modelled estimates, 2023).

²⁰ There are no recent data on NSFE or informal work. However, workers' organizations maintain that the prevalence of NSFE is increasing (construction, telecommunications, BPO, hospitality). Historic data from 2016 indicate that 55,000 workers were in informal employment, equivalent to 62 per cent of total employment (data from ILOSTAT).

²¹ For example, Barbados' labour force participation gender gap (8.9 percentage points in 2023) is less than many neighbouring countries, including Jamaica (11.8), Guyana (22.7), Trinidad and Tobago (17.5), Saint Lucia (13.1). Data from ILOSTAT, latest available year. Barbados also ranks high on various global gender equality indices, e.g., third globally on WEF's economic participation and opportunity index. WEF, [Global Gender Gap Index 2024](#), 2024.

2023, women's labour force participation rate was 58.1 per cent, compared to 67.0 per cent among men. Women are also more likely to experience long-term unemployment, indicating that many women face persistent challenges in securing employment.²² Women are also disproportionately concentrated in sectors and occupations that are often characterised by low pay and poor working conditions, including in hospitality, retail, and the care economy (see table below: Distribution of employment). Women's disproportionate share of unpaid care work remains a principal barrier to increased participation in employment. Recent estimates suggest that Barbados could increase the female employment rate by around 10 percentage points over the next 10 years through targeted investment in care policies.²³ Finally, constituents acknowledge that discrimination on the basis of sex and gender, including sex-based violence and harassment in the world of work, are additional factors contributing to gender-based labour market inequalities.²⁴

There are additional challenges facing youth, people with disabilities, and migrant workers. Youth unemployment is a particular concern, with unemployment rates consistent above the rate for other working-age adults (estimates vary between 11 and 35 per cent).²⁵ There are no recent data on broader measures of youth economic activity, but data from 2016 estimated that 23 per cent of youth people were not in education, employment, or training (NEET) and thus at risk of long-term social and economic exclusion, with higher rates among men (26 per cent) than women (20 per cent).²⁶ There are no data on labour force participation of people with disabilities, but stakeholders report multiple barriers in access to decent employment, including discrimination, limited accessibility to training and workplaces, and inflexibility in social assistance schemes that may disincentivize transitions into employment.²⁷ Migrant workers play a key role in Barbados' labour market but they are disproportionately exposed to Decent Work deficits due to concentration in low-paid and insecure forms of work (informal economy, construction, domestic work), lack of awareness of rights, and vulnerable legal and/or economic circumstances.²⁸

Distribution of employment

- **Barbados relies heavily on tourism and other service sectors for employment.** Tourism is estimated to provide up to 17.5 per cent of total employment directly, while almost half (46.2 per cent) of all jobs are indirectly reliant on travel and tourism.²⁹ Services, including tourism, were estimated to account for three-quarters of all employment in 2023, including an estimated 42 per cent in market services (notably in tourism-linked subsectors such as retail and accommodation and food services) and 26.0 per cent in non-market services (primarily, public administration). The secondary sector accounts for 16.3 per cent of all employment, primarily jobs in construction and manufacturing, while agriculture and fisheries account for just 1.4 per cent employment in 2023.³⁰

²² Total unemployment rates are broadly comparable between women and men. However, 22.2 per cent of unemployed women (versus 11.3 per cent of men) were classified as long-term unemployed in 2023 (LFS, 2023).

²³ Estimates from the ILO's Care Policy Investment Simulator indicate that investment in care policies could return an increase in women's employment rate from 68.2 (2019 baseline) to 77.5 per cent by 2035. CEPAL, "[Time for care in Latin America and the Caribbean](#)", Gender Equality Bulletin, No.4, February 2025.

²⁴ Interviews with Government, employers, and workers.

²⁵ The 2023 Labour Force Survey (LFS) estimated youth unemployment at 11.3 per cent, with similar rates among women and men. However, the Barbados Population Commission cited a figure of 35.1 per cent for 2022 (but with no primary data source). Barbados Population Commission, [Barbados Population Policy](#), 2024.

²⁶ OECS and UNICEF, [Youth Unemployment in Barbados and the OECS Area: A Statistical Compendium](#), 2021.

²⁷ Interviews with Government, employers, and workers.

²⁸ Interviews with Government, employers, and workers. See also, Dietrich Jones, Nathalie (2022), "[Migration in Barbados: What do we know?](#)", UNDP Policy Series No. 38.

²⁹ World Travel and Tourism Council, [Travel and Tourism Economic Impact 2023: Barbados](#), 2024.

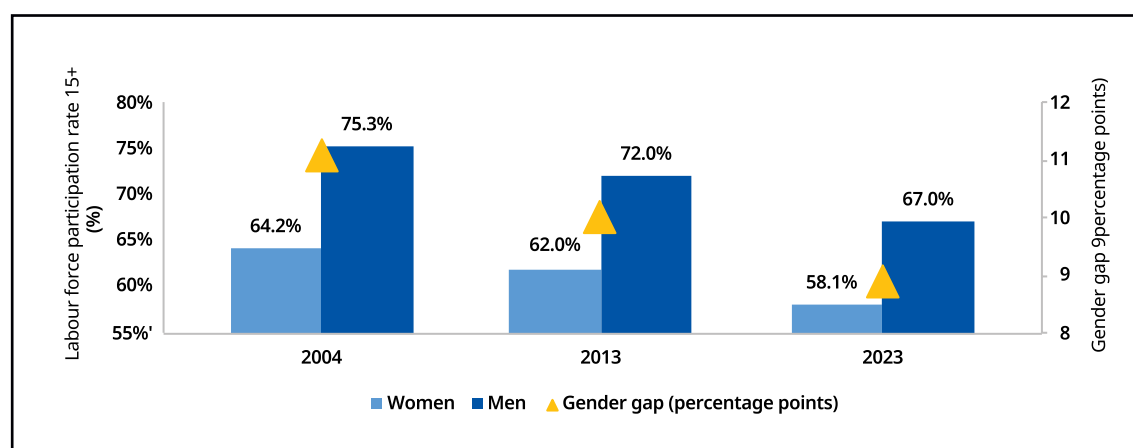
³⁰ Barbados Statistical Service (BSS), [Labour Force Survey 2023](#), 2024.

► **There are differences in the sectoral distribution of women's and men's employment.**

Women are generally overrepresented in education services, hospitality, and the care economy (including health, social work, and domestic work), while men predominate in sectors such as construction, manufacturing, and agriculture. These patterns of gender-based occupational segregation have implications for addressing prevalent labour market inequalities, with women disproportionately concentrated in several low-paying sectors (food and accommodation services, domestic work, social work, education, health), and underrepresented in some key emerging sectors with strong growth potential (such as energy, construction, and manufacturing).³¹ There are also notable patterns of vertical segregation, with one recent survey finding that almost three-quarters (73 per cent) of private sector enterprises had a senior management team comprising only of men.³²

Skills mismatches remain a key concern of constituents, and the Government has introduced a range of initiatives to develop national workforce skills. For example, the Government has expanded opportunities for online vocational training (e.g., through the National Transformation Initiative), established sector-specific training programmes (e.g., in construction, tourism and hospitality, and renewable energy), and administers a national apprenticeship programme. It also offers short courses to build critical employability skills, and continues to expand a prior learning assessment and recognition programme to help formalize (and accredit) informal learning.³³ However, employers continue to report shortages of skilled workers in areas such as construction, renewable energy, and specialist roles in manufacturing, alongside persistent labour shortages in hospitality and tourism.³⁴ Challenges include a lack of reliable data to understand current and future skills needs and guide workforce planning, including the development or updating of training curricula. Gender-based segregation in Technical Vocational Education and Training (TVET) programmes may limit women's access to high-growth sectors such as renewable energy and technology. Stakeholders also note that the current national apprenticeship framework lacks the flexibility and industry engagement needed to scale up work-based learning.³⁵

► **Figure 1: Labour force participation rate, by sex, 2004-2023**



Source: Barbados Labour Force Survey, various years

³¹ BSS, [Employment by Industry and Sex Annual 2023](#), 2024.

³² Compete Caribbean, Innovation, Firm Performance and Gender Survey, 2020.

Available at: <http://www.competecaribbean.org/>.

³³ These initiatives are in addition to education and training provided by national universities and TVET colleges.

³⁴ Interviews with Government and employers.

³⁵ Interviews with Government and employers.

In terms of migration, Barbados is undergoing significant demographic and migration transitions that directly affect its labour market and broader development goals. With an ageing and declining population — reflected in a fertility rate of 1.8 and a rising age-related dependency ratio — the country faces labour shortages and economic sustainability challenges. Significant trends of outward migration in recent decades have contributed to these demographic trends, with highly educated workers overrepresented among emigrants.³⁶ Inward migration, both intra-regional and international, is increasingly critical for filling workforce gaps. Migrants accounted for around 12 per cent of the population in 2019, with the majority of working age and employed in lower-skill occupations and sectors such as services, agriculture, and construction.³⁷ The Government has recognized the need for a more structured and coherent labour migration policy framework to ensure that immigration responds to evolving labour market needs, while continuing to guarantee adequate protection of rights and Decent Work opportunities for both migrant and Barbadian workers.³⁸

Addressing Barbados' complex labour market challenges requires integrated policy measures and stronger institutional capacities. However, the current employment policy landscape remains fragmented, with no overarching framework to coordinate planning and policymaking on employment promotion, skills development, enterprise support, and labour migration. The Government has recognised policy gaps, and the MLST is currently leading the development of a new People Development Policy to provide strategic coherence to workforce development and employment promotion efforts, while the Government also plans to develop a labour migration policy as part of wider efforts to strengthen migration governance. A new TVET Policy is also under development, alongside measures to enhance support for enterprise development and entrepreneurship (e.g., through the new Small and Medium Enterprise (SME) Policy). Beyond the policy level, limited institutional capacity remains a challenge in delivering effective labour market policies and programmes, while the uneven availability of timely labour market data remains an overarching challenge for evidence-based workforce planning and employment policymaking (see below on information and data gaps).

Relevant DWCP outcomes

- 1.1, 1.2 – coherent national policies and planning on employment, labour migration, and just transition
- 1.4 – improved availability of labour market information to inform employment policies and programmes
- 2.1 – strengthened capacity of public employment services to facilitate access to decent employment, especially for the most underserved or vulnerable population groups
- 2.2 – increased capacity of TVET system to deliver workforce training aligned to labour market needs
- 2.3 – enabling environment for improved performance, resilience, and sustainability of Third Sector organizations and enterprises, including a focus on green enterprise development
- 3.1, 3.2, 3.3 – increased protection and promotion of fundamental rights at work

³⁶ Dietrich Jones, Nathalie (2022), "[Migration in Barbados: What do we know?](#)", UNDP Policy Series No. 38.

³⁷ IDB and UNDP, [A Better World for Migrants in Latin America and the Caribbean](#), 2023; Dietrich Jones, Nathalie (2022), "[Migration in Barbados: What do we know?](#)", UNDP Policy Series No. 38; UN DESA, [International Migrant Stock](#) [database]. Data from 2019.

³⁸ The Government is modernizing its migration governance through a pending Immigration Bill and implementing a National Population Policy (2024-2040) that emphasizes managed migration, skills development, and environmental resilience. Additionally, the Government continues to adopt legislative and policy measures to align migration and labour policies with regional frameworks, notably CARICOM's Single Market and Economy (CSME). Migrant workers are entitled to the same rights and protections as local employees under national law. See also, Barbados Population Commission, [Barbados Population Policy](#), 2024.

Productivity, enterprise, and social solidarity economy

While the private sector is a key driver of economic growth and employment, Barbadian enterprises face some productivity and competitiveness challenges. Labour productivity in Barbados, while comparable with the Caribbean average, remains well below the average rate for high-income economies globally, with estimated output per work at US\$34,245 in 2024 (GDP constant 2017 international \$ at PPP).³⁹ Although productivity growth has improved since the COVID-19 pandemic (4.6 per cent, 2022-2024), long-term productivity gains are modest, suggesting GDP growth in the last decade has been driven largely by capital accumulation rather than productivity enhancements. Constraints on productivity include labour market factors, such as skills mismatches, as well as business environment challenges, including a lack of affordable finance, limited technology uptake, weak management capacity (especially MSMEs), regulatory inefficiencies, informality, and ageing infrastructure.⁴⁰ A lack of data impedes effective monitoring of productivity trends and the design of targeted policy interventions. The Government has incorporated productivity objectives into several national policies, including the National Development Strategy and Population Policy, with a focus on digital transformation, workforce development, and technology uptake.⁴¹

Medium, small and micro enterprises (MSMEs) make up most of the enterprise sector in Barbados and provide up to 60 per cent of total private sector employment. Micro and small enterprises play a key role across services sector, including in retail, tourism and hospitality, and personal services, while small and medium-sized enterprises (SMEs) dominate in sectors such as construction.⁴² Despite their importance for economic growth and employment, many MSMEs face challenges in accessing affordable finance to expand and innovate, especially in sectors such as green/blue economy that are high-growth potential but often capital intensive. Lack of access to appropriate insurance products is a further challenge that undermines MSME resilience against climate shocks and other economic disruptions. While the Government has introduced some incentives for green enterprises (e.g., tax breaks and concessional finance), these measures remain underutilized due to limited awareness and technical capacity among businesses. More generally, formalization remains a challenge, with many MSMEs operating informally due to burdensome administrative requirements related to business licensing and social security, as well as the lack of support to navigate the formalization process.⁴³

Barbados' Third Sector – including non-profits, social enterprises, community organizations, and cooperatives – is central to the national vision for inclusive economic growth. Third Sector organizations provide key social services – including in education, health, and the wider care economy – to some of the most vulnerable sections of Barbadian society, complementing the support provided by publicly-funded social services and the social protection system. Meanwhile, non-financial cooperatives play an increasingly important role in the development of key sectors – such as agriculture, consumer services, and transport – contributing to improved productivity and income security for workers.⁴⁴ However, many Third Sector organizations face challenges that undermine their performance and operational resilience, including an outdated legal framework, gaps in technical and management

³⁹ The Caribbean average is US\$36,515 and for high-income economies globally, US\$107,621. ILO estimates for 2024.

⁴⁰ The regulatory framework is relatively conducive to private sector growth overall, with Barbados scoring 71 per cent on the World Bank's 'regulatory quality' indicator in 2021. However, 55 per cent of employers cite burdensome customs and trade regulations / administrative processes as a key constraint on their business operations (Compete Caribbean, [Innovation, Firm Performance and Gender Survey](#), 2020). Additionally, employers report that existing labour legislation fails to account for the specific constraints and realities of MSMEs, placing unreasonable burdens and expectations on small enterprises that may ultimately drive informalisation (Interview with employers).

⁴¹ Interviews with Government and employers.

⁴² Small Business Association (SBA), [The State of Small Business in Barbados](#), 2016; UNDRR, ["Enhancing SME Resilience through Increased Uptake of Disaster Risk Reduction"](#), report summary, 2021.

⁴³ Interviews with Government and employers

⁴⁴ The Government is seeking to support the further development of the cooperative sector, highlighting the potential of the cooperative model to improve productivity, reduce costs through resource pooling, support formalization, and provide more stable incomes and employment through collective enterprise. Interviews with Government.

capacity, and lack of adequate financing and support services. Strengthening the enabling environment for Third Sector organizations, including cooperatives, is a policy priority for Government and an important objective of this DWCP.⁴⁵

Relevant DWCP outcomes

- 2.3 – enhanced enabling environment for sustainable enterprise development, including green enterprise
- 2.4 – increased support for the development of the Third Sector, including cooperatives
- 1.2, 1.4, 2.1, 2.2 – outcomes related to national employment policy, labour market information, skills development, and employment services can address supply-side challenges to enterprise development

Social protection

The Government has embarked on a holistic programme of reform to enhance the social protection system as an integral condition for achieving inclusive socioeconomic development and just transition.⁴⁶ This has included changes to institutional structures and functions (e.g., consolidation of social insurance functions into the National Insurance and Social Security Service, NISSS) and measures to strengthen the institutional capacity of the NISSS and the Ministry of People Empowerment and Elder Affairs (MPEA), including through an ongoing digital transformation of services and administrative systems. The Government has also introduced ambitious new schemes, such as the One Family Programme, and amended the legal bases for other schemes to facilitate increased coverage (e.g., more flexible NISSS payment options for self-employed). Other notable measures include the recent decision to expand parental and care leave entitlements,⁴⁷ and the launch of new national policies on disability and ageing.⁴⁸

Reform efforts respond to the structural challenges faced by the existing social protection system, which show coverage gaps and long-term sustainability challenges (Figure 2). Some contributory schemes are based on outdated legislation that does not align with current trends in work and family arrangements.⁴⁹ Coverage among self-employed remains low (under 20 per cent),⁵⁰ while high rates of informality leave many employees of micro and small enterprises (MSEs) without full coverage.⁵¹ These gaps are likely to disproportionately affect women, who are more likely to be unemployed or engaged in informal, part-time, and self-employment arrangements that often lead to reduced coverage under contributory social protection.⁵² Despite recent progress, vulnerable groups – such as low-income

⁴⁵ Interviews with Government.

⁴⁶ The reforms are supported, in part, by a multi-year loan from the IDB under [the Program to Strengthen Social Services in Barbados](#). Phase 2 of the programme was approved January 2025.

⁴⁷ The Cabinet recently approved extensions to maternity, paternity, and caregiver leave entitlements. The Government is currently preparing legislative/administrative measures to implement the changes. Interviews with Government.

⁴⁸ [National Policy for Improving Lives of People with Disabilities 2023-2030; National Policy on Ageing, 2023-2028](#).

⁴⁹ Interview with NISSS.

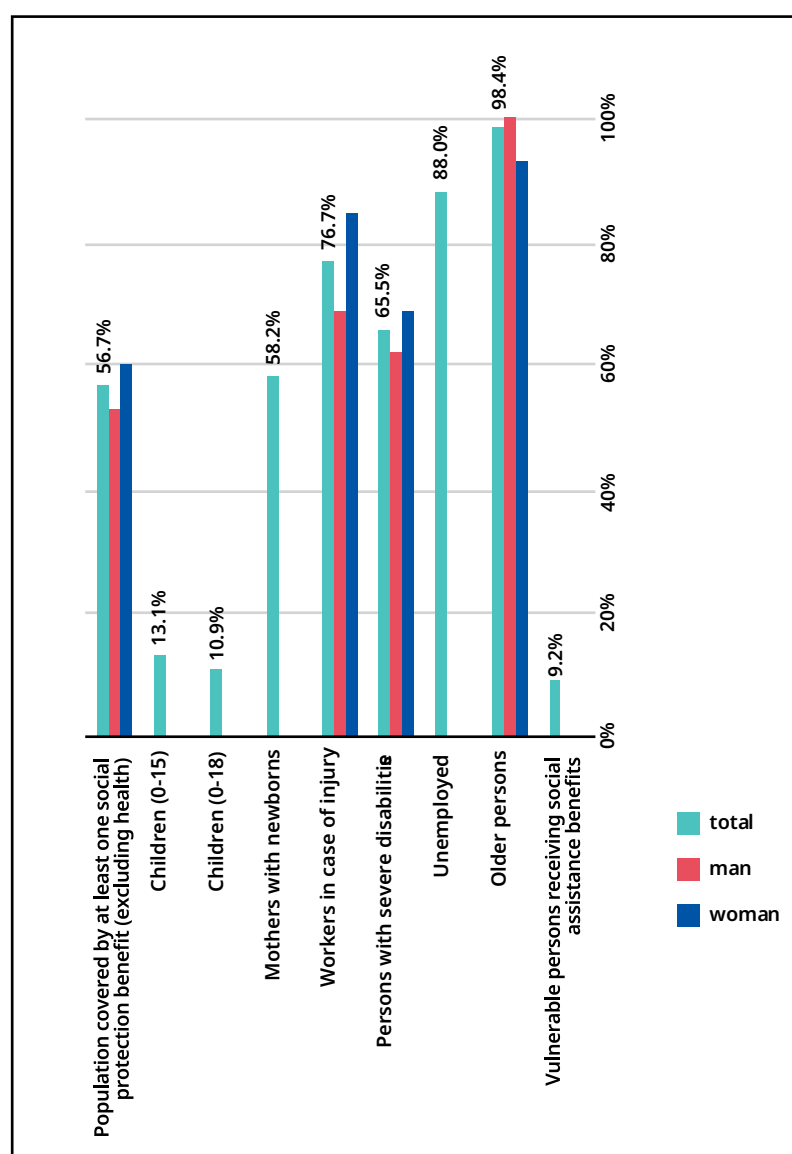
⁵⁰ Although more than 90 per cent of the labour force is covered by social insurance, less than 20 per cent of self-employed workers are enrolled in the NISSS. Barbados National Insurance Scheme, [17th Actuarial Review](#), 2022.

⁵¹ Interviews with employers and workers, 2024.

⁵² See, for example: ILO, [“Making social protection work for gender equality: What does it look like? How do we get there?”](#), ILO Working Paper 132, 2024.

households and people with disabilities – face limited coverage by social assistance schemes in practice, while just 13 per cent of children under 15 receive some form of social protection (mainly through catch-all social assistance benefits).⁵³ Most migrant workers face barriers to accessing social protection due to residential conditions and other minimum requirements.⁵⁴

► **Figure 2: Proportion of population covered by social protection floors/systems, 2024 or latest available year.**



source: ILO estimates, World Social Protection Database, based on the Social Security Inquiry; International Social Security Association (ISSA) Social Security Programs Throughout the World; ILOSTAT; national sources.

⁵³ ILO, [Social Protection Expenditure Review, Barbados](#), 2022; ILO, [World Social Protection Report 2024-26](#), 2024.

⁵⁴ ILO, [Social Protection Expenditure Review, Barbados](#), 2022; ILO, Core Diagnostic Instrument (CODI) Analysis, 2022.

Lack of data impedes effective assessment of social protection scheme coverage in terms of adequacy, while data and other resource constraints also undermine enforcement in relation to contributory schemes. A lack of up-to-date social security data limits a full assessment of the coverage and adequacy of existing schemes that can inform remedial reforms, including sex-disaggregated data on key contingencies such as unemployment benefit. Limited data management capacities and lack of coordination among labour market institutions may also undermine the efficiency of scheme administration and delivery. Data and wider capacity constraints also limit enforcement capabilities (e.g., identifying and pursuing employers who fail to make required contributions), while the increasing prevalence of non-standard forms of employment also present compliance challenges (e.g., the misclassification of workers as contractors).⁵⁵

There is a lack of coherence and coordination across the national social protection system, as well as between the social protection system and employment services and programmes. There is currently limited coordination and harmonization between (and within) contributory and non-contributory branches – for example, in terms of eligibility criteria, or data sharing between MPEA and NISSS – leading to duplication between schemes, challenges in identifying gaps in coverage, and lack of a cohesive strategic direction for the social protection system overall.⁵⁶ Similarly, there is limited coordination between social protection systems and employment services to ensure effective opportunities for social protection beneficiaries to transition into self-sustaining employment or entrepreneurship. Stakeholders note the lack of integrated case management systems between social protection and employment institutions (e.g., NISSS, MPEA, MLST) to enable more coordinated support for beneficiaries and jobseekers, as well as the rigidity of some social security schemes that may disincentivize employment (e.g., abrupt withdrawal of benefits on entering employment as opposed to phased withdrawal, leading to financial insecurity if employment is subsequently lost).⁵⁷

Relevant DWCP outcomes

- 1.3 – an adaptive, universal, and rights-based social protection system

Fundamental principles and rights at work (FPRW) and Decent Working conditions

While national law generally aligns with international labour standards, constituents agree on the need to improve coherence and update national labour legislation. Key aspects of labour legislation are currently dispersed across multiple – and at times contradictory – laws and regulations, while several important aspects of labour practices are not expressly codified in law. Constituents note that the absence of a consolidated labour code, or similar overarching legislation, is a significant barrier to more effective and consistent application of labour laws.⁵⁸ Constituents also note that some laws are outdated and ill-equipped to effectively regulate diverse forms of work, including non-standard forms of employment (NSFE).⁵⁹

A holistic review and update of existing labour legislation would also present an opportunity to address specific gaps in legislation identified by ILO supervisory bodies, including those related to FPRW.⁵⁹ Particular areas of focus might include: the lack of legal obligations to recognize trade unions for collective bargaining; gaps against international labour standards concerning non-discrimination;

⁵⁵ Interviews with Government and workers.

⁵⁶ ILO, [Core Diagnostic Instrument \(CODI\) Analysis](#), 2022; Interviews with Government.

⁵⁷ Interviews with Government, employers, workers.

⁵⁸ Interviews with Government, employers, and workers.

⁵⁹ For example, the Committee of Experts on the Application of Conventions and Recommendations (CEACR), 2023 ([Observation, C87](#), [Observation, C98](#), [Observation, C100](#); CEACR, 2024 ([Observation, C182](#); [Direct Request C182](#)).

measures to promote the application in practice of the principle of equal pay for work of equal value, and strengthening the regulatory and policy framework on occupational safety and health (OSH). In this context, constituents have also in April 2025 formally requested initiation of the ratification of ILO fundamental, priority, and governance Conventions, including C155 and C187.⁶⁰

Beyond legislative reform, constituents point to institutional capacity gaps that at times undermine the effectiveness of labour administration and dispute resolution. In particular, the effectiveness of labour and OSH inspection is constrained by limited human resource and technical capacity, including lack of expertise on specific compliance issues (e.g., discrimination, informality, OSH hazards), and limited data to support a risk-based approach to inspection. The MLST has acknowledged challenges in relation to public reporting on relevant labour administration matters, as well as fulfilling reporting obligations under ILO supervisory mechanisms.⁶¹ Constituents have also noted some challenges in relation to dispute resolution mechanisms, including: the overlapping roles of labour officers in inspection and conciliation functions; the absence of separate procedures for dealing with minor or major infractions through the Employment Rights Tribunal (ERT), leading to excessive resource demands on parties engaged in dispute resolution, and wider resource constraints affecting the effective functioning of the ERT.⁶²

Stakeholders have drawn attention to the disproportionate exposure to Decent Work deficits among certain groups, often arising from intersecting labour market and socioeconomic disadvantage and gaps in legislation and/or enforcement. For example, workers in the informal economy, care economy, and other low-paid sectors – including a disproportionate share of women, youth, migrant workers, and persons with disabilities – are more likely to experience low and insecure wages, poor working conditions, and limited enjoyment of labour rights in practice. Stakeholders identified concerns about the adequacy of minimum wage rates in the face of rising living costs; poor working conditions for workers in the care economy, particularly domestic workers (who are predominantly women and often migrant workers); inadequate protection for pregnant women and workers' with care responsibilities, and the precarious situation of many migrant workers, who may lack awareness of their rights and face uncertain legal status. Lack of effective representation often exacerbates vulnerability to poor working conditions and rights abuses.⁶³

Relevant DWCP outcomes

- 3.1 – increased labour administration capacities, including labour inspection, and effective social dialogue on industrial relations matters (including dispute resolution)
- 3.2 – strengthened legal and policy framework on international labour standards, with a focus on FPRW
- 3.3 – Enhanced protections at work, including a focus on maternity protection and parental leave, violence and harassment; workers in the informal and care economies; workers with care responsibilities, migrant workers

⁶⁰ Interview with Government, employers, and workers.

⁶¹ Interviews with Government.

⁶² Interviews with Government, employers, and workers.

⁶³ Interviews with Government, employers, and workers.

Social dialogue and tripartism

Barbados has a long and successful history of social dialogue, and all constituents share a strong commitment to tripartism as a key mechanism for policy formation at the national level. The main national institution for tripartite social dialogue is the Sub-Committee of the Social Partners, comprising representatives from several Government bodies and national social partner organizations. The Sub-Committee's mandate extends beyond labour and employment to encompass broader socioeconomic issues such as environmental protection, education, and health. Additional social dialogue mechanism includes the C144 Committee (labour issues), National Advisory Committee on OSH, Technical Vocational Education and Training (TVET) Council, National Child Labour Committee, and the Advisory Council on People Development. However, despite the strong tradition of tripartism and social dialogue, reliance on informal procedures and norms may at times undermine the effectiveness of social dialogue mechanisms at the national level (e.g., failure to ensure timely consultations and inputs into policymaking processes),⁶⁴ while limited human, technical, and financial resources are additional challenges (e.g., most mechanisms do not have full-time secretariats).⁶⁵

Similarly, despite a strong tradition of bipartite cooperation in workplaces, there are challenges to the effective practice of social dialogue at enterprise level. Low and declining unionization rates mean unions are absent from many workplaces, precluding collective bargaining and limiting other forms of social dialogue. Challenges in extending effective representation to workers in non-standard forms of employment and informal work are especially significant given the enhanced levels of vulnerability faced by workers in these categories. Limited knowledge of negotiating practices and/or skills among some employers' and workers' representatives may also limit effective social dialogue at enterprise level, including in respect to formal collective bargaining and the settlement of disputes. Gaps in legislation and uneven enforcement of existing laws, as well as a lack of data to track trends in collective bargaining and other industrial relations metrics, are broader challenges to strengthening the practice of social dialogue at enterprise level.⁶⁶

Relevant DWCP outcomes

Strengthening the capacities of tripartite constituents and promoting social dialogue as a basis for inclusive policymaking and industrial relations is a cross-cutting aim of the DWCP. Some specific relevant outcomes include:

- 1.1 – increased capacity of tripartite constituents to engage in effective social dialogue on just transition
- 3.1 – strengthened Social Partnership and social dialogue mechanisms, and enhanced labour administration capacities (including dispute resolution machinery)
- 3.2 – strengthened legal framework on FPRW (including collective bargaining) and increased constituent capacity for effective social dialogue at enterprise level

⁶⁴ The anticipated adoption of an updated Protocol of the Social Partnership is expected to improve clarity on objectives, roles, and procedures for social dialogue, although the Protocol is not a legal instrument.

⁶⁵ Interviews with Government, employers, and workers.

⁶⁶ Interviews with Government, employers, and workers. See also under FRPW, above.

Information gaps that affect progress on Decent Work

Barbados faces gaps in national statistical data and institutional capacities that hinder evidence-based policymaking and planning, including through effective monitoring of Decent Work trends. Strengthening the national statistical system, including the establishment of a fully operational labour market information system (LMIS), is critical to address Decent Work challenges and ensure the effective implementation of this DWCP. Some key gaps in existing data and information include:

- **Core labour market indicators:** Lack of data on several key labour market trends, including prevalence and characteristics of informality and NSFE, NEET youth, disability inclusion, and characteristics of labour migration.
- **Skills:** Limited demand-side labour market data (e.g., vacancies, skills needs) and lack of systematic approach to skills forecasting impede effective policymaking and planning for new sector development, labour migration policies, employment services and programmes.
- **Wages and productivity:** Lack of reliable and up-to-date data on wages and productivity impedes effective policymaking on wages and the design of targeted measures to improve productivity and competitiveness of Barbadian enterprises.
- **Labour administration:** Limited generation and dissemination of key labour administration data, including on labour inspection activities, industrial relations, and occupational safety and health.
- **Climate vulnerability and green jobs:** Lack of data to assess the vulnerability of different segments of Barbados' labour market and enterprise sector to the impacts of climate change and climate transition, as well as to identify and monitor green and blue jobs trends.
- **Disability:** Key labour market indicators are not disaggregated by disability status, hindering efforts to address barriers to Decent Work for people with disabilities.

More generally, although several key labour market indicators are disaggregated by sex (e.g., labour force participation, employment and unemployment), there is need for further sex-disaggregated indicators to assess and track progress on reducing sex-based inequalities in relation to Decent Work. This includes sex-disaggregated indicators for the Decent Work themes listed above – notably, concerning wages and pay gap, NSFE, skills mismatches, OSH, green jobs / climate vulnerability, and disability – as well as additional data on topics such as time use (including in relation to unpaid care work), access to productive resources (e.g., finance, land). This would also apply to incidence of violence and harassment at work, and women's participation in management, social dialogue fora, and social partner organizations (as members and in leadership).

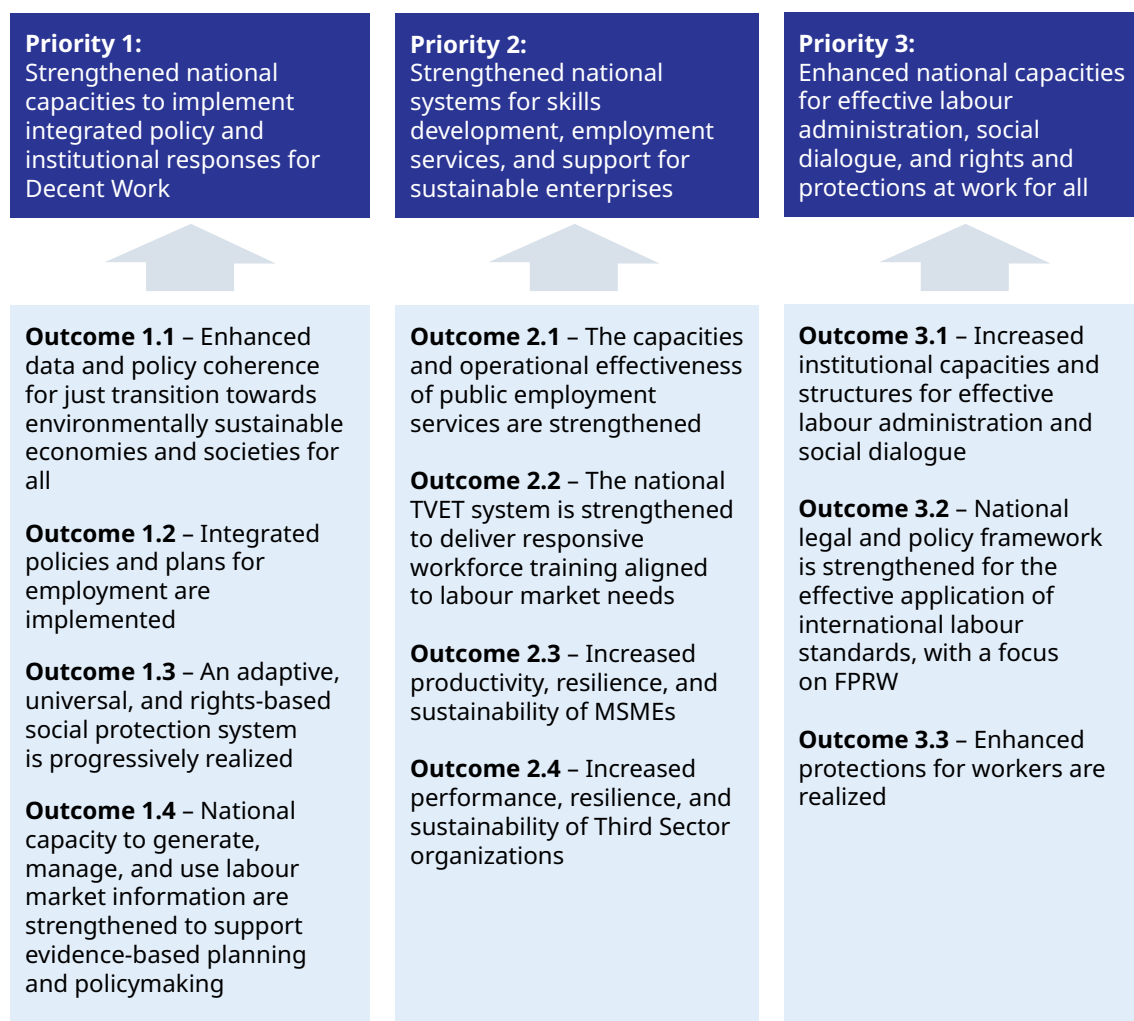
Relevant DWCP outcomes

Several outcomes include aspects related to improved generation, analysis, and dissemination of labour market information (e.g., 3.1 on labour administration, 2.2 on skills data, 1.3 on social protection). More specifically:

- 1.4 – strengthened national capacities to generate, manage, and use labour market information to support evidence-based planning and policymaking

► Country priorities and outcomes:

The outcomes of the DWCP support the national development goals of Barbados and the realization of Barbados' commitments under international treaties and conventions. The outcomes, grouped under three Strategic Priorities, are summarized below.



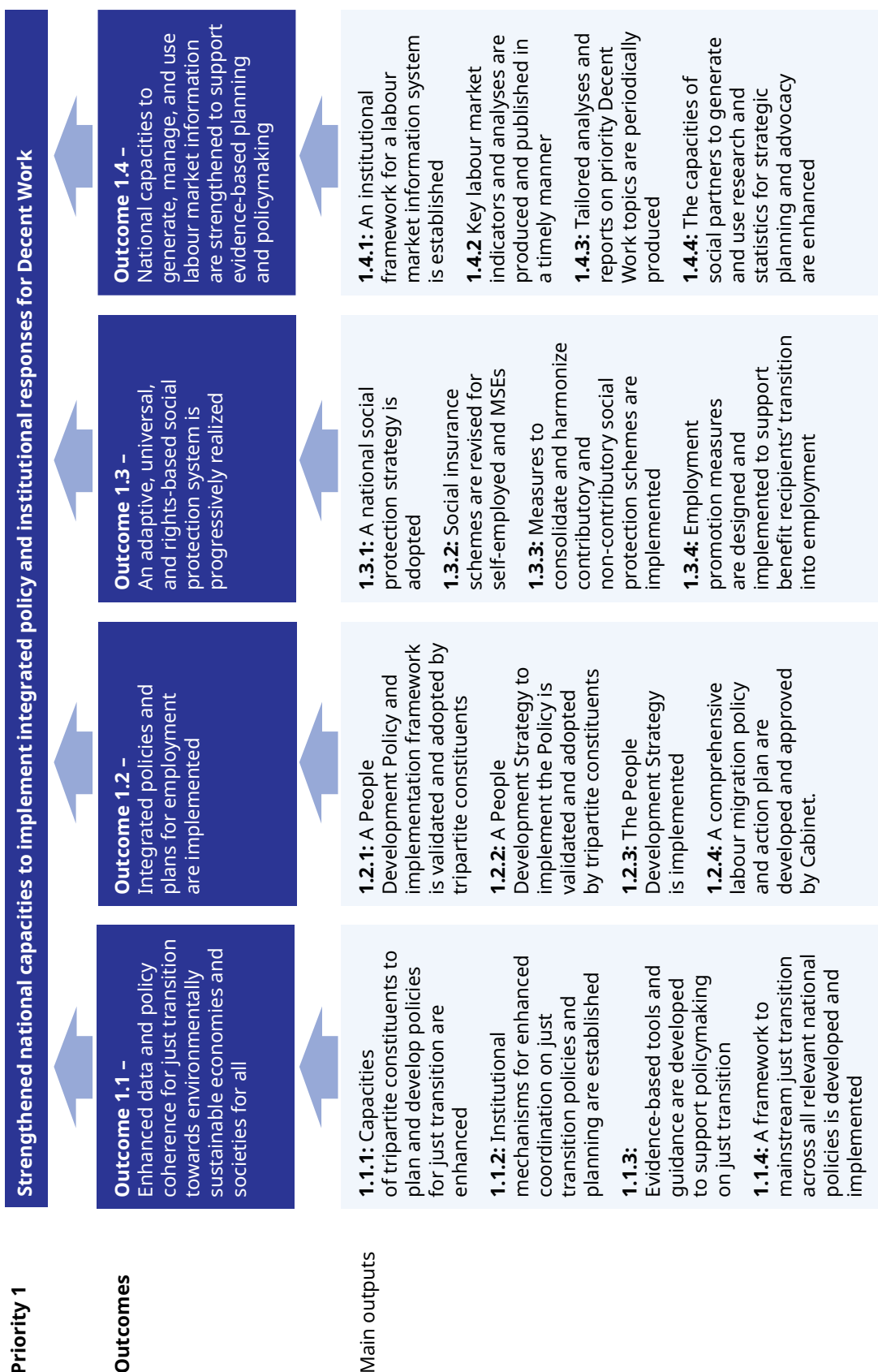
Cross-cutting aims

- Just transition through Decent Work: Supporting a just transition and increased climate resilience through Decent Work.
- Tripartite constituents and social dialogue: Strengthening the capacities of tripartite constituents and promoting social dialogue for Decent Work.⁶⁷
- Reduced inequality and vulnerability: Advancing gender equality, inclusion, and formalization to reduce vulnerability and ensure no one is left behind

⁶⁷ The participation and contribution of all tripartite constituents is central to the achievement of all outcomes under this DWCP. However, for programming clarity, where an output envisages a primary and specific contribution and/or need related to a social partner organization, those elements are highlighted in the document via a dedicated line or paragraph with the prefix 'social partners'.

Priority 1: Integrating policies for Decent Work

Priority 1



Outcome 1.1 – Enhanced data and policy coherence for just transition towards environmentally sustainable economies and societies for all

Main outputs	
1.1.1	Capacities of tripartite constituents to plan and develop policies for just transition are enhanced.
1.1.2	Institutional mechanisms for enhanced coordination on just transition policies and planning are established.
1.1.3	Evidence-based tools and guidance are developed to support policymaking on just transition.
1.1.4	A framework to mainstream just transition across all relevant national policies is developed and implemented.
Contributions to cross-cutting aims:	
►	Just transition: Strengthened national capacities to develop and implement policies to advance just transition.
►	Social dialogue: Increased capacity of tripartite constituents on just transition themes/issues and strengthened mechanisms for social dialogue on just transition policymaking
►	Reduced inequality: Reduced vulnerability to climate shocks and impacts and enhanced access to emerging employment opportunities in the green and blue economies for underserved groups.

Barbados is highly vulnerable to climate change, with rising sea levels, extreme weather events, and environmental shifts threatening key economic sectors, employment, and livelihoods. The Government has demonstrated strong leadership in climate adaptation and mitigation, reflected in ambitious international and domestic climate commitments and its advocacy for an equitable global response to climate change. However, institutional, technical, and informational gaps hinder the development of fully integrated and evidence-based policymaking on climate, economic development, and the world of work. Strengthening national capacities on just transition will enable more coherent planning and policymaking across climate and employment domains, ensuring that climate policies support job creation, workforce adaptation, and social protection as a critical aspect of inclusive and sustainable economic growth.

Theory of change: increased technical knowledge and collaboration among national stakeholders on just transition principles and policy responses (1.1.1, 1.1.2), combined with improved availability of data, research, and other tools to support evidence-based decision-making (1.1.3), will enable national stakeholders to develop and implement more integrated and effective policies to advance just transition and Decent Work (1.1.4).

Output 1.1.1: Capacities of tripartite constituents to plan and develop policies for just transition are enhanced

Tripartite constituents will enhance their capacity to integrate just transition principles into national policymaking through targeted training, technical support, and policy tools. The ILO will facilitate capacity-building for Government policymakers and social partners to strengthen practical knowledge of climate finance mechanisms, labour and employment policy, and economic diversification to support

more cohesive policymaking across climate, labour, and employment domains (including social protection). This may include training on just transition principles and policy responses tailored to the Barbadian context, the development of briefs and other tools to support policymaking (see 1.1.3), and the facilitation of knowledge exchange between relevant Barbadian stakeholders and/or regional partners.

Output 1.1.2: Institutional mechanisms for enhanced coordination on just transition policies and planning are established

The Government will establish an appropriate institutional mechanism – for example, an inter-ministerial working group with social partner representations – to facilitate multi-stakeholder coordination on just transition planning and policymaking.⁶⁸ The ILO will assist constituents to establish the appropriate coordination mechanism and provide ongoing technical support on just transition policy matters. The ILO may also facilitate relevant regional and/or international cooperation and knowledge-sharing to support Barbadian stakeholders in advancing just transition interventions. Constituents will ensure that the just transition coordination mechanism works closely with other relevant consultative and policymaking bodies, such as the People Development Advisory Council (see 1.2) and DWCP Steering Committee.

Output 1.1.3: Evidence-based tools and guidance are developed to support policymaking on just transition

National constituents, with technical support from the ILO, will strengthen the evidence base and tools available to support informed policymaking and planning on just transition. This may include an assessment of labour market readiness for supporting green and blue economies, including a focus on identifying the current availability of skills and the demand for new competencies in key transition sectors (e.g., renewable energy, sustainable tourism, blue economy). The assessment can build on findings from a green skills study carried out by the ILO in 2017.⁶⁹ Other potential items under this output may include the development of policy briefs or guidance on just transition tailored to the Barbadian context, including proposals for practical policy options aligned with national climate-related commitments (e.g., updated Nationally Determined Contributions (NDCs), Investment Plan 2035), and/or guidance for linking climate finance initiatives to job creation strategies (consistent with strategic priorities of the Bridgetown Initiative and CVF/V20).

Output 1.1.4: A framework to mainstream just transition across all relevant national policies is developed and implemented

Informed and/or facilitated by other outputs under this outcome, the Government – in consultation with social partners and other national stakeholders – will develop a framework of specific policy measures that co-advance national climate and Decent Work objectives through ensuring a just transition. This will include attention to how just transition elements can be integrated into key labour and employment policies and plans – such as the People Development Policy (1.2), TVET Policy (2.1), social protection strategy (1.3) – in ways that contribute to achieving Barbados' wider climate policy goals.⁷⁰ The ILO can support constituents to develop coherent sectoral approaches to advancing just transition objectives, as well as pursuing broader strategic aims at the national level. The policy framework will seek to develop and guide the implementation of measures that enhance access to climate finance to support labour and employment initiatives, including in relation to relevant outcomes envisaged under this DWCP.

⁶⁸ The mechanism should enable broad participation and contributions from different Government functions, social partners, and other relevant stakeholders (e.g., community organizations, academic institutions, climate experts).

⁶⁹ Winston Ricardo Moore, Crystal Drakes, and Adrian Cashman, [Skills for green jobs study: Barbados](#), 2017.

⁷⁰ For example, how labour and employment policies and programmes can contribute to achieving the broader climate goals set out in Barbados' updated Nationally Determined Contributions (NDCs) under the Paris Agreement, as well as other relevant national policies and plans (e.g., Investment Plan 2035, national plans for energy, tourism, etc.).

Outcome 1.2 – Integrated policies and plans for employment are implemented

Main outputs	
1.2.1	A People Development Policy and implementation framework is validated and adopted by tripartite constituents
1.2.2	A People Development Strategy to implement the Policy is validated and adopted by tripartite constituents
1.2.3	The People Development Strategy is implemented
1.2.4	A comprehensive labour migration policy and action plan are developed and approved by Cabinet
Contributions to cross-cutting aims: ► Just transition: Improved policy framework for skills development, labour mobility, and labour market programmes to support just transition and facilitate inclusive growth of green and blue economies. ► Social dialogue: Strengthened mechanisms for social dialogue on employment policy as part People Development Policy framework; enhanced capacity of constituents on employment and migration policy. ► Reduced inequality: Increased protections for vulnerable workers (e.g., migrants) and enhanced promotional measures for inclusive labour market development and access to Decent Work for underserved groups	

Barbados is undergoing significant economic transformation driven by its commitment to climate resilience, renewable energy, and economic diversification. While these transitions create opportunities for job growth, they also pose challenges, including labour market disruptions, skills mismatches, and unequal access to new employment opportunities. High rates of labour migration – both inward and outward – also affect Barbados' labour market dynamics, with implications for enterprise development, skills availability, and the growth and productivity of key sectors.⁷¹ The current employment policy landscape is fragmented, with limited coordination between employment promotion, skills training, labour migration, and social protection policies and plans, reducing the effectiveness of labour market interventions. Strengthening policy coherence is essential to ensuring that employment and labour market strategies, including in relation to labour migration, align with macroeconomic planning and wider national policy priorities, including just transition, climate resilience, economic diversification, and workforce transformation.⁷²

⁷¹ For example, stakeholders point to the key role that migrant workers play in sectors such as construction, health, and tourism, while also noting the high rates of emigration among skilled healthcare workers (amongst others). Interviews with Government, employers, and workers, 2024.

⁷² See, for example, Government of Barbados, [Barbados 2035](#), 2024; [Physical Development Plan Amendment](#), 2023; [Barbados National Energy Policy 2019-2030](#), 2019; [Bridgetown Initiative 3.0](#), 2024; Social Partnership, [Declaration of Mission](#), 2023.

Theory of change: the development and implementation of a new National People Development Policy and Strategy (1.2.1, 1.2.2, 1.2.3), together with the adoption of a new labour migration policy (1.2.4), will lead to a more coherent, integrated, and responsive employment policy framework that effectively supports job creation, workforce development, labour mobility, and enterprise development and contributes to wider national development aims, including the promotion of just transition and economic diversification.

Output 1.2.1: A People Development Policy and implementation framework is validated and adopted by tripartite constituents

The MLST is currently leading the development of a new People Development Policy under the guidance of the tripartite People Development Advisory Council. The Policy will define strategic aims in relation to employment and people development and establish a coherent framework for employment promotion and workforce development in line with broader national development objectives and the outcomes of this DWCP. The Policy will integrate macroeconomic, sectoral, and labour market plans and strategies, including financing mechanisms for employment promotion, incentives for employers to invest in workforce development, and measures to support inclusive and equitable labour market participation. The ILO will provide technical support to constituents, including through the Advisory Council, to develop the Policy and its implementation framework in line with international labour standards, as well as capacity-building for tripartite constituents to engage effectively in the policy formulation process. In line with Barbados' broader national development goals, and the cross-cutting aims of this DWCP, the Policy will give special attention to addressing existing labour market and employment inequalities, including in relation to gender and disability.

Output 1.2.2: A People Development Strategy to implement the Policy is validated and adopted by tripartite constituents

To operationalize the national Policy, the MLST, Advisory Council, and other relevant ministries will jointly develop a National People Development Strategy that sets out actionable interventions to advance employment and workforce development priorities. It is expected that the Strategy will include specific objectives defined at a sector level, as well as national level, with a focus on sectors and policy domains related to just transition (such as renewable energy, environmental infrastructure, tourism, manufacturing) and other strategic national development priorities (e.g., digital economy, and technical skills). The ILO will provide technical assistance to national stakeholders in developing the Strategy, including a time-bound workplan for implementation and a robust monitoring framework.

Output 1.2.3: The People Development Strategy is implemented

National constituents, working through the Advisory Council and/or other appropriate institutional mechanisms, will implement the Strategy in line with the agreed workplan and monitoring framework. The ILO will provide ongoing technical support to institutional stakeholders to implement specific aspects of the Policy, including through other outcomes / outputs envisaged under this DWCP,⁷³ as well as assistance to the relevant body/mechanism to ensure effective monitoring and evaluation of Strategy implementation.

⁷³ For example, with EBMOs on skills anticipation (1.4) and employability interventions (2.1); with workers' organizations on labour protections for apprentices (2.2), formalization of informal workers in specific sectors (3.3).

Output 1.2.4: A comprehensive labour migration policy and action plan are developed and approved by Cabinet

The Government will work with social partners to develop and adopt a comprehensive labour migration policy, in line with international standards and consistent with other outcomes / outputs under this DWCP. The ILO will assist constituents to conduct an initial situational analysis and review of implementation capacity that can inform policy priorities, as well as supporting a participatory approach in the development of a draft policy and action plan (including M&E framework). The substantive content of the Policy will be determined through the participatory formulation process, but may include elements related to: labour migration governance (e.g., admission systems, inter-agency coordination, and ratification of ILO instruments); protection of migrant workers' rights (regulatory and compliance aspects); labour market integration measures (such as skills recognition frameworks or bilateral social security agreements); data collection and monitoring of labour migration and labour market needs, and diaspora engagement strategies to support national development aims (e.g., skills transfer programmes, investment incentives).

Outcome 1.3 – An adaptive, universal, and rights-based social protection system is progressively realized

Main outputs	
1.3.1	A national social protection strategy is adopted
1.3.2	Social insurance schemes are revised for self-employed and MSEs
1.3.3	Measures to consolidate and harmonise contributory and non-contributory social protection schemes are implemented
1.3.4	Employment promotion measures are designed and implemented to support benefit recipients' transition into employment
Contributions to cross-cutting aims: ► Just transition: Improved coverage and capacity of social protection system to respond to climate shocks and provide flexible income support measures through employment disruptions arising from climate transition. ► Social dialogue: Strengthened mechanisms and constituent capacity for social dialogue on social protection (including in and through the development of a national social protection strategy). ► Reduced inequality: Improved design and implementation of social protection schemes to address key gaps in coverage, with a focus on improved coverage and adequacy of benefits for the most vulnerable.	

Barbados has a well-established social protection system but faces key challenges including coverage gaps, administrative inefficiencies, and limited integration of social protection and employment programmes. Many workers – including self-employed and workers in non-standard forms of employment – have limited social security coverage, while a lack of coherence and integration across different social protection schemes impedes efforts to deliver full lifecycle and adequate social security to all Barbadians. Recognizing these challenges, the Government has embarked on a comprehensive programme of reform to enhance the social protection system, including measures to strengthen the institutional capacity of the Ministry of People Empowerment and Elder Affairs (MPEA) and National Insurance Service (NISS), as well as the revision and expansion of specific schemes and/or programmes.⁷⁴ The Government has also advanced new policies on disability and ageing that include objectives to strengthen social protection, as well as pending measures to extend maternity, paternity, and care-giver leave and benefit entitlements.⁷⁵

Theory of change: developing a national social protection strategy (1.3.1) will establish a clear roadmap for reform of the national social protection system, ensuring coherence and alignment with national economic and social policies. Expanding social security coverage among self-employed and employees of MSEs (1.3.2), many of whom operate in the informal economy, will directly reduce exclusion and increase net contribution rates to social insurance. Improving the coherence of contributory and non-contributory schemes (1.3.3) will enhance efficiency, reduce duplication, and expand coverage for vulnerable groups, while strengthening linkages between social protection and employment services (1.3.4) will ensure that beneficiaries are supported in re-entering the labour market, enhancing access to Decent Work and strengthening the financial sustainability of the social protection system.

Output 1.3.1: A national social protection strategy is adopted

National constituents will develop and adopt a national strategy to guide the reform of Barbados' social protection system. The strategy will aim to strengthen governance, improve coverage (with a focus on the most vulnerable population groups), ensure sustainability, and enhance the adaptability of contributory and non-contributory schemes, as well as supporting policy coherence across the social protection system and between social protection and labour/employment.⁷⁶ In developing the strategy, constituents will give particular consideration to the gender content and impact of social protection policies and schemes as key mechanisms for promoting gender equality. The ILO will support national constituents to convene stakeholders and establish appropriate mechanisms for collaborative strategy development, as well as support design of the strategy's substantive elements. The strategy will draw on recommendations from recent diagnostic analyses,⁷⁷ and seek to align with and/or support implementation of other relevant national policies and ongoing reform programmes.⁷⁸

The remaining outputs under this outcome are expected to align with objectives established under the new strategy. Social dialogue mechanisms established or designated for strategy development are also expected to play a role in developing and overseeing implementation of outputs 1.3.2 through 1.3.4.

74 For example, introducing more flexible payment options for contributory benefits for self-employed, and the ongoing expansion of the One Family Programme under MPEA.

75 [The National Policy for Improving Lives of People with Disabilities \(2023-2030\): National Policy on Ageing \(2023-28\)](#). The Cabinet recently approved measures to extend maternity leave and provide paternity and care-giver entitlements. Implementation of the reforms are supported by a multi-year programmatic loan from the Inter-American Development Bank (see, [Program to Strengthen Social Services in Barbados II](#), approved January 2025).

76 The strategy will pay particular attention to enhancing adaptability of the social protection system, especially non-contributory schemes, to respond effectively to shocks and evolving needs; for example, scalable benefits, flexible eligibility rules, and targeting mechanisms that can be rapidly adjusted or expanded to reach affected populations during crises (e.g., expanded social registries, simplified eligibility assessment tools, digital payment platforms, community-based service points, etc.). This may also include alignment with other aspects of disaster risk policies.

77 ILO, [Social Protection Expenditure Review \(SPER\)](#), 2022; ILO/UNDP, [Core Diagnostic Instrument Analysis](#), 2022.

78 New national policies on disability and ageing (see above) and planned / ongoing reforms under the IDB-financed social protection programme (above).

Output 1.3.2: Social insurance schemes are revised for self-employed and MSEs

In the context of ongoing reform of the social protection system, NISSS will lead consultations with other social protection and labour stakeholders, including social partners, to evaluate existing trends and determine measures to expand coverage for self-employed and employees in micro and small enterprises (MSEs).⁷⁹ The ILO will provide technical assistance to develop and implement modifications to existing schemes. These will include, for example, measures to extend access to unemployment, employment injury, and other contributory benefits that currently exclude self-employed, and efforts to strengthen compliance through outreach and awareness-raising about the benefits of social insurance registration (including collaboration with social partners). The ILO will also advise constituents on options to strengthen incentives for formalization by further simplifying the social insurance system for self-employed and MSEs; for example, adoption of a simplified 'monotax' system that combines business registration/licensing fees with social security into a single annual payment. The ILO can also support the NISSS's ongoing digitalization process with a focus on further enhancing the accessibility of social insurance systems for self-employed and MSEs.⁸⁰

Social partners: Employers and Business Membership Organizations (EBMOs) and workers' organizations can play a significant role in promoting formalization and expanding social protection coverage by facilitating the registration of self-employed and MSEs with the social protection system. This may include outreach and awareness-raising activities, as well as direct support to members – such as providing information on the revised social protection regime and the benefits of formalization, and guiding employers and workers through the practical registration processes.

Note: Activities under this output will be coordinated with relevant enterprise development initiatives under outcome 2.3 to ensure that formalization efforts are supported by both social protection and business development measures.

Output 1.3.3: Measures to consolidate and harmonize contributory and non-contributory social protection schemes are implemented

The Ministry of People Empowerment and Elder Affairs (MPEA) and NISSS, in consultation with social partners, will determine relevant regulatory, policy, and operational measures to improve coherence and coordination across contributory and non-contributory schemes. This may include the adoption of specific recommendations from recent assessments of the social protection system,⁸¹ and will align with ongoing reform programmes underway within NISSS and MPEA.⁸² Measures will focus on harmonizing eligibility criteria and reducing duplication across different schemes, helping to simplify claims processes and scheme administration and contributing to increased coverage and adequacy of benefits in practice. In this context, stakeholders may consider how the One Family Programme can serve as a template for more integrated services delivery. The ILO will support MPEA and NISSS to develop and implement the action plan, in line with international labour standards and overarching objectives of the national strategy envisaged under 1.3.1. The ILO can also support MPEA and NISSS to enhance the interoperability of scheme databases to improve coordinated case management and reduce administrative fragmentation.

⁷⁹ This can build on, but go beyond, recent changes to increase the flexibility of NISSS payments for self-employed.

⁸⁰ The NISSS is currently implementing a roadmap for digitalization as part of the IDB-financed programme (BA-L1062).

⁸¹ In particular, the CODI analysis (2022) and SPER (2022), see above.

⁸² As part of the IDB-financed social protection scheme, the MPEA is working to implementing its new PULSE-MIS information management system across all social programmes, as well as establish and operationalize a series of one-stop shops for amalgamated service registration and delivery.

Output 1.3.4: Employment promotion measures are designed and implemented to support benefit recipients' transition into employment

In line with relevant national strategy objectives, the MLST, MPEA, and NISSS will work to strengthen linkages and coherence between social protection and employment programmes, with the aim of providing social insurance/assistance beneficiaries with more coordinated support for labour market reintegration (i.e., employment promotion). This may include establishing more formal cooperation and referral protocols between NISSS/MPEA and MLPS to create more structured pathways for social protection beneficiaries to transition into employment or entrepreneurship (e.g., automatic referral of beneficiaries to employment services or skills programmes). Additional areas of focus may include adjustments to existing benefit schemes to remove unintended disincentives to work (e.g., abrupt benefit withdrawal on entering employment) and establishing integrated case management systems to facilitate improved monitoring and support to 'path beneficiaries' between NISSS, MPEA, and Barbados Employment and Career Counselling Service (BECCS), (see also, 1.3.3). The ILO will provide technical support in the design of integrated employment promotion measures in line with the objectives of the national strategy (1.3.1). Stakeholders will also consider how any initiatives under this output can complement and/or be co-delivered within the framework of the One Family Programme.⁸³

Outcome 1.4 – National capacities to generate, manage, and use labour market information are strengthened to support evidence-based planning and policymaking

Main outputs	
1.4.1	An institutional framework for a labour market information system is established
1.4.2	Key labour market indicators and analyses are produced and published in a timely manner
1.4.3	Tailored analyses and reports on priority Decent Work topics are periodically produced
1.4.4	The capacities of social partners to generate and use research and statistics for strategic planning and advocacy are enhanced
Contributions to cross-cutting aims: ► Just transition: Improved availability of data to support evidence-based policymaking on just transition and improved monitoring of labour market impacts of climate change and just transition policies. ► Social dialogue: Improved availability of labour market data to facilitate informed decision-making among social partners and support effective social dialogue on national policy matters. ► Reduced inequality: Improved availability of data to support effective policy responses to critical labour market inequalities (e.g., wages, informality, non-standard forms of employment, social protection coverage).	

⁸³ The One Family Programme includes an express focus on employment promotion through skills training and work placements / internship with participating employers. ⁸² As part of the IDB-financed social protection scheme, the MPEA is working to implementing its new PULSE-MIS information management system across all social programmes, as well as establish and operationalize a series of one-stop shops for amalgamated service registration and delivery.

A well-functioning labour market information system (LMIS) enables the identification of labour market challenges and opportunities, supports the formulation of effective employment and skills policies, and facilitates more strategic and targeted interventions. It also contributes to broader national development efforts by improving the evidence base for policy and planning, aligning investments in human capital with labour market needs, and tracking progress towards national goals and international commitments, including the Sustainable Development Goals (SDGs). However, the current LMIS in Barbados is constrained by gaps in data availability, quality, and coordination, as well as limited technical and institutional capacities among key actors. Addressing these challenges requires focused support to improve the production and sharing of key labour market indicators, enhance analysis of priority issues, and build the capacities of Government and social partner institutions to generate and use labour market data more effectively.

Theory of change: strengthening the institutional framework for the LMIS (1.4.1), as well as the capacities of key LMIS institutions to collect, analyse, and disseminate key labour market indicators (1.4.2), will provide the foundation for a well-functioning LMIS, while closing gaps in data and analysis in relation to specific Decent Work issues (such as skills needs, green jobs trends, labour migration) will ensure the LMIS responds effectively to policy priorities and information needs (1.4.3). Enhancing the capacity of social partners to contribute relevant data and effectively use LMIS outputs will further support evidence-based planning and decision-making on Decent Work matters (1.4.4).

Output 1.4.1: An institutional framework for a labour market information system is established

The MLST, primarily through its Manpower Research and Statistical Unit (MRSU), and the Barbados Statistical Service (BSS) will establish appropriate institutional arrangements to enhance their operational cooperation and establish an effective governance framework for the LMIS. This may include the formation of a multi-agency LMIS working group, led by MRSU and BSS, to coordinate LMIS governance and the development of an LMIS 'master plan' to prioritize key areas of focus. The ILO will provide technical assistance to MLST, BSS, and other LMIS stakeholders to establish the institutional framework (including an LMIS master plan, as appropriate), as well as to develop relevant technical tools to support data collection, analysis, and dissemination (e.g., standardized data collection and data sharing protocols, classification systems, and analytic tools in line with international statistical standards).⁸⁴ The ILO will also support MRSU to operationalize the MLST's data web portal.

Output 1.4.2: Key labour market indicators and analyses are produced and published in a timely manner

To ensure the timely availability of key labour market information for policymakers and social partners, LMIS stakeholders will prioritize the collection and dissemination of a defined set of 'core' labour market indicators. All indicators will be disaggregated by sex, with additional disaggregation by other population characteristics (e.g., age or disability) as appropriate. The ILO will support MRSU and BSS to identify suitable priority indicators for regular collection and dissemination, as well as to define the frequency, format, and content of regular statistical reports on these key indicators. The ILO may also provide technical assistance to MRSU/BSS to review and update relevant statistical surveys and other

⁸⁴ Activities to strengthen data management systems may be conducted as part of and/or in coordination with wider activities to strengthen the MLST's institutional functions and capacity (see 3.1).

data collection instruments to ensure compatibility with the latest International Conference of Labour Statisticians (ICLS) recommendations. Where needed, this could be complemented by training for relevant BSS and MRSU personnel on issues relating to data collection, analysis, and dissemination.

Output 1.4.3: Tailored analyses and reports on priority Decent Work topics are periodically produced

High-quality and targeted analyses of specific issues can inform evidence-based decision-making and planning among Government and social partners on priority Decent Work issues, including areas of relevance to this DWCP. The ILO will provide technical assistance to LMIS stakeholders, including BSS and MRSU, to develop appropriate data collection instruments and generate relevant analyses and report on key topics. This might include bespoke 'add-on' modules on special issues that can be integrated into existing labour force and other household surveys, as well as customized surveys focused on specific sectors or issues. In selecting issues for enhanced data collection activities, LMIS stakeholders will prioritize topics of direct relevance to the realization of other outcomes under this DWCP, including:

- demand-side labour market information, including current/anticipated skills needs for key sectors, to support workforce and skills planning and employment services (1.2, 2.1, 2.2)
- development and data collection of appropriate indicators for tracking green economic transformation, including classification systems for green/blue jobs and enterprises (1.1, 1.2, 2.3)
- data on labour migration trends, including the skills and employment characteristics of migrant workers, to support cohesion across labour market and migration policies (1.2)
- data on wages trends and productivity to support evidence-based wages policies (3.3.1)
- up to date data on social protection coverage rates and for assessing adequacy of benefits (1.3)

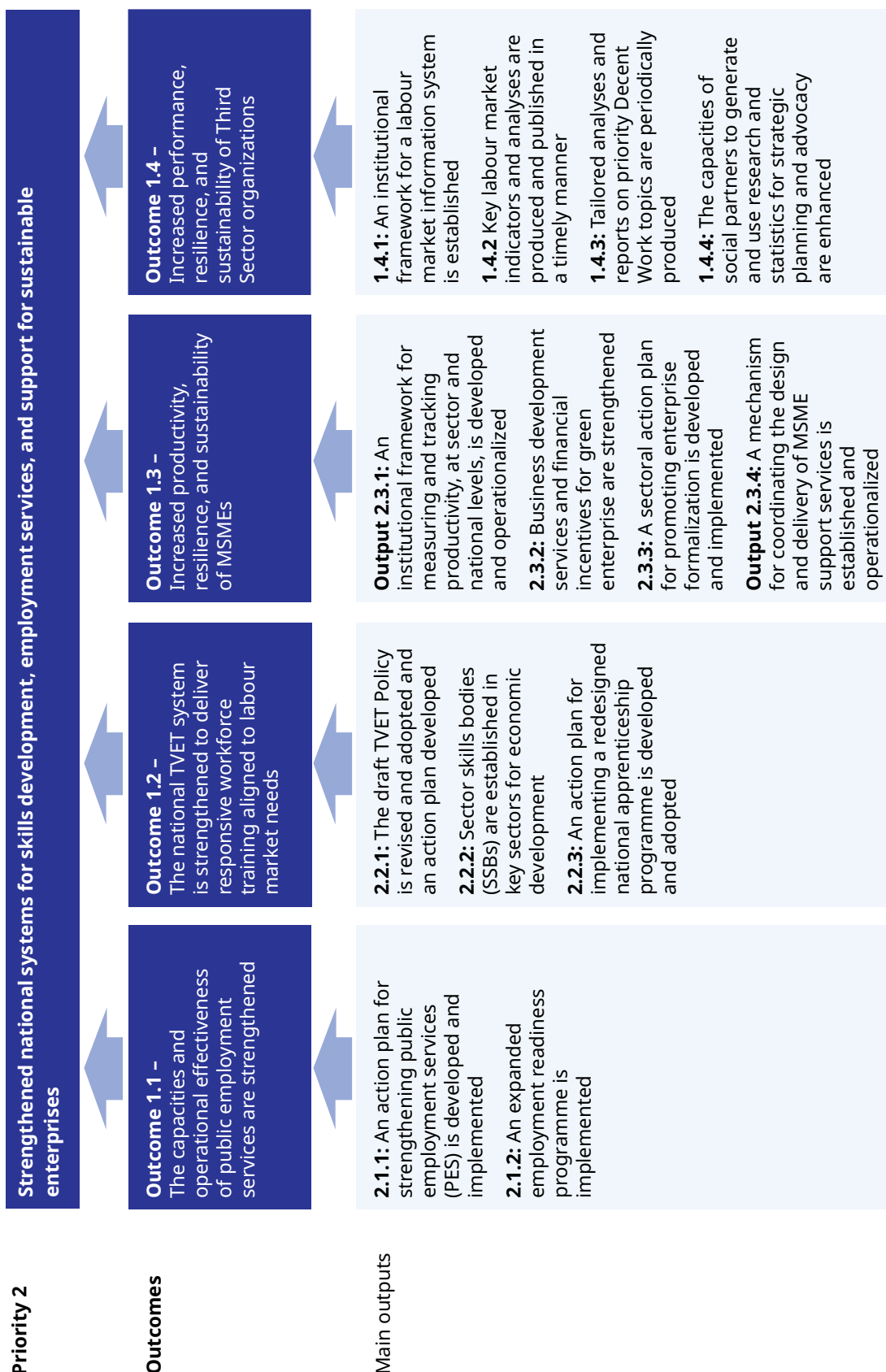
Individual-level data will be disaggregated by sex and other characteristics, as appropriate. Other areas of potential focus include data to understand the prevalence and characteristics of informality and non-standard forms of employment, child economic activities, and/or women's and men's comparative use of time for employment, unpaid care, and other activities.

Output 1.4.4: The capacities of social partners to generate and use research and statistics for strategic planning and advocacy is enhanced

The ILO will support capacity building for national EBMOs and workers' organizations to enhance their ability to conduct research, generate relevant data, and effectively contribute to and utilize labour market information for strategic planning. This will include the design and delivery of programmes and member services, and effective advocacy (including through more influential contributions to national policymaking debates). Areas of focus will be determined by respective social partner organizations, but capacities that support the realization of other outcomes under this DWCP will be prioritized; that is, activities under this output are envisaged to be designed expressly to support specific outputs of this DWCP for which research and data are important components.⁸⁵

⁸⁵ For example, data and research on informal work in the care economy to inform trade union efforts to organize and represent among vulnerable categories of workers (3.3), or contributions to research and data on labour and skills demand from EBMOs, to support efforts to develop coherent policies for workforce development, training, and just transition (1.1, 1.2, 2.2).

Priority 2: Employment, skills, and support for sustainable enterprises



Outcome 2.1 – The capacities and operational effectiveness of public employment services (PES) are strengthened

Main outputs	
2.1.1	An action plan for strengthening public employment services (PES) is developed and implemented
2.1.2	An expanded employment readiness programme is implemented
Contributions to cross-cutting aims: ► Just transition: Improved capacity of PES to provide career guidance and job search support to jobseekers and employers in relation to green/blue economies, including for reskilling in context of labour market structural changes as part of the climate transition. ► Reduced inequality: Tailored employment services and programmes to facilitate transitions into Decent Work for underserved groups, including youth, long-term unemployment, people with disabilities.	

Barbados faces significant labour market challenges, including declining labour force participation rates, limited labour market participation of vulnerable groups, skills mismatches, and growing numbers of unemployed or inactive youth. The Barbados Employment and Career Counselling Service (BECCS), which has primary responsibility for PES, plays a crucial role in addressing these challenges but faces capacity constraints that limit its effectiveness. These challenges include limited resources, lack of effective mechanisms for collecting and utilizing labour market information, and gaps in service provision for underserved groups. Strengthening PES is especially important in the context of a just transition, where economic transformation create both disruptions and opportunities in the labour market. Effective PES institutions play a key role in ensuring the continued good functioning of labour markets through the transition, providing early intervention to prevent long-term unemployment, supporting vulnerable groups, helping jobseekers adapt to changing skill requirements, and assisting employers with recruitment and guidance on emerging workforce needs. Together with clear and coherent employment and skills policies (see 1.2 and 2.3), an effective PES can help ensure that the transition to a more environmentally sustainable economy is inclusive and supports decent employment for all.

Theory of change: strengthening PES requires a systematic approach that begins with an assessment of existing service performance, leading to the development and implementation of an action plan for enhancing operational effectiveness (2.1.1). A complementary focus on services and programmes for groups that face particularly acute barriers to decent employment (2.1.2) will help bridge fundamental employability gaps that reinforce labour market and socioeconomic inequalities.

Output 2.1.1: An action plan for strengthening public employment services (PES) is developed and implemented

The MLST will conduct a rapid assessment or ‘scan’ of existing (PES) to identify gaps in service provision and priorities for improvement. The assessment will include consultation with PES’s principal clients – employers and jobseekers – as well as social partners. The ILO will provide technical assistance to MLST, including the Barbados Employment and Career Counselling Service (BECCS), to conduct the assessment and develop an action plan to enhance PES performance (including resource mobilization and financing strategies).⁸⁶ Specific areas of focus will be established via the action plan, but are anticipated to include:

- developing improved mechanisms for collection and use of data on labour and skills demand and associated training / qualifications frameworks to enable PES better to understand and advise jobseekers on current and emerging workforce needs;
- enhancing service offerings based on identified gaps, including tailored services for target groups (e.g., youth, persons with disabilities) and key sectors (e.g., green and blue economies),⁸⁷ and
- strengthening cooperation between PES and other service providers – private recruitment agencies, training institutions, social protection schemes – to expand the reach of employment services and provide holistic support for transitions into Decent Work.⁸⁸

The ILO will provide technical assistance to PES stakeholders, including BECCS and partner institutions, to ensure the effective implementation of the action plan in line with international labour standards and in coordination with other DWCP outcomes.⁸⁹ The ILO may also assist in the design of a more integrated ICT-based data/case management system to enhance service efficiency, improve job matching capabilities, enable better tracking of service users across intervention, and strengthen monitoring of PES performance.

Output 2.1.2: An expanded employment readiness programme is implemented

In line with the PES action plan (2.1.1), the MLST will strengthen and expand its Job Start Plus Programme to better address fundamental employability barriers that impede access to Decent Work opportunities, especially for those with limited formal education and/or formal work experience. This may include complementing Job Start Plus’ current focus on basic job readiness support with short courses on technical or vocational skills (e.g., delivered through partnerships with TVET providers), with the aim of expanding access to more advanced training opportunities and creating a more structured progression pathway for programme beneficiaries.⁹⁰ The BECCS may also consider a focus on digital literacy to enable beneficiaries to access existing online training resources offered through the National Transformation Initiative (NTI) and similar programmes. The ILO will also support BECCS to tailor training and services to the needs of groups facing the most acute barriers to accessing employment, including people with disabilities, NEET youth, and the long-term unemployed.

⁸⁶ The ILO will work with MLST to develop a customized version of its established PES diagnostic tool to support the assessment process. See ILO, [Public employment services diagnostic tool and guide](#), 2021.

⁸⁷ For example, ILO, [How to work in the green economy? Guide for young people, jobseekers, and those who support them](#), 2022.

⁸⁸ For example, joint delivery of some services between PES and private recruitment agencies, or joint management of cases between PES and NISS / MPEA to provide more integrated services to benefit recipients that incentivize and support ‘graduation pathways’ from social programmes to self-sustaining employment or entrepreneurship.

⁸⁹ Relevant ILO instruments include the Employment Service Convention, 1948 (No. 88) and the Private Employment Agencies Convention, 1997 (No. 181). Neither convention is currently ratified by Barbados.

⁹⁰ The ILO will support the MLST, together with relevant TVET stakeholders such as the BVTB, to ensure that training offered via the Job Start Plus Programme is effectively integrated into the wider training system so that completion of a Job Start Plus-linked programme provides a certification that is recognized as entry level for further training (e.g., access to the apprenticeship programme).

Outcome 2.2 – The national TVET system is strengthened to deliver responsive workforce training aligned to labour market needs

Main outputs	
2.2.1	The draft TVET Policy is revised and adopted and an action plan developed.
2.2.2	Sector skills bodies (SSBs) are established in key sectors for economic development
2.2.3	An action plan for implementing a redesigned national apprenticeship programme is developed and adopted
Contributions to cross-cutting aims: ► Just transition: Strengthened TVET system to facilitate training / skills development to support just transition and development of green / blue economies, including SSBs in key transition sectors (renewable energy). ► Social dialogue: Improved mechanisms for social dialogue on skills matters (e.g., through SSBs) and enhanced capacity and cooperation of social partners on skills forecasting and workforce planning. ► Reduced inequality: Enhanced access to skills development / training opportunities for underserved groups (youth, people with disabilities), including measures to address gender-based occupational segregation.	

Barbados' national TVET system requires strengthening to effectively support the national goals for economic diversification, climate transition, increased productivity, and Decent Work for all. The current system is characterized by fragmentation, limited coordination among training providers, and poor alignment of training outcomes with evolving labour market needs, including in relation to emerging green and blue economies. While Barbados has a functioning national apprenticeship programme, the current framework lacks the flexibility and industry engagement to support work-based learning at scale.

Theory of change: strengthening the national TVET system requires reforms to policy, governance, and delivery mechanisms to better align training outcomes with labour market needs and support improved productivity, economic diversification, and just transition. A revised TVET Policy (2.2.1) will provide strategic direction and strengthen coherence across the training system, while SSBs (2.2.2) will promote coordinated workforce development in key sectors with the participation of all relevant stakeholders. A redesigned national framework for quality apprenticeships (2.2.3, 2.2.4) will expand the provision of work-based learning opportunities to support transitions into Decent Work.

Output 2.2.1: The draft TVET Policy is revised and adopted and an action plan developed

The TVET Council (TVETC), in collaboration with other education and labour stakeholders including social partners, will revise, update, and adopt the draft TVET Policy and develop an accompanying action plan to strengthen the TVET system in Barbados.⁹¹ The TVETC will work closely with MLST to ensure close alignment of the TVET Policy with the proposed People Development Policy, which provides overarching

⁹¹ A previous draft national policy, which was never formally adopted, provides a starting point for policy development.

strategic direction on employment and skills (see 1.2). The ILO will provide technical assistance to support the policy formulation process and the development of a clear implementation framework (e.g., action plan), including facilitating stakeholder consultations and providing comparative analysis of international good practices. The Policy will address identified challenges in the current training system, including fragmentation, limited coordination among providers, the relevance of programmes to emerging labour market demand, and barriers to access for vulnerable groups. The Policy may also consider changes to TVET financing mechanisms, including the operation of the National Training Levy and Employment Training Fund (ETF).⁹²

Output 2.2.2: Sector skills bodies (SSBs) are established in key sectors for economic development

The MLPS and TVETC, in partnership with relevant national and sectoral stakeholders (Government, social partners, academic institutions), will establish and operationalize sector skills bodies (SSBs) to strengthen coordination and leadership on workforce planning at sector level. Additional SSBs will be established in key sectors for economic development, following the ongoing operationalization by the MLPS and TVETC of the renewable energy sector skills council.⁹³ These activities should align with, and may partly fall under the implementation framework for the new People Development Policy (1.2). The ILO will provide technical assistance to support the establishment of tripartite SSBs, including the selection of industries or sectors, and development of a plan for the implementation of the SSBs. Areas of work for SSBs may include identifying sector-specific skills needs, updating occupational standards, advising on TVET curriculum development, and coordinating work-based learning with a focus on national priorities such as the development of the green and blue economies.

Output 2.2.3: An action plan for implementing a redesigned national apprenticeship programme is developed and adopted

The Ministry of TVET and Tertiary Education (MTVET), including the Barbados Vocational and Training Board (BVTB), will develop an action plan for a redesigned national apprenticeship programme for validation by tripartite constituents. The MTVET and BVTB will carry out an initial assessment of the existing framework for apprenticeships in Barbados and develop recommendations to expand and enhance the apprenticeship system, to be validated by tripartite constituents. The ILO will assist the MTVET and BVTB in developing recommendations and an accompanying action plan to implement a redesigned apprenticeship programme that aligns with local industry needs and national policy priorities – including the TVET Policy (2.2.1) and People Development Policy (1.2) – and that is consistent with ILO Recommendation No. 208 on quality apprenticeships. The action plan will set out clear and time-bound objectives, institutional responsibilities, and resource allocation for implementation.

Social partners: The ILO will support employers' and workers' organizations to strengthen their roles in implementing the apprenticeship programme. For EBMOs, this may include enhanced capacity to support employer members to co-deliver quality apprenticeships in partnership with training institutions, including the delivery of competency-based training aligned with industry standards, monitor learning outcomes, and ensuring inclusive recruitment and Decent Working conditions. For workers' organizations, this may include capacity-building to engage effectively in programme design and monitoring, including capacity to advocate for and organize among apprentices to ensure the consistent application of international labour standards.

⁹² Currently, the National Training Levy is exclusively directed into the ETF, whose function is limited to funding workplace training. Some Government stakeholders noted their interest in considering a wider scope for the ETF – e.g., extension to funding specific TVET programmes or institutions. Employers' associations also reported that many employers do not see the current system as providing an adequate return on investment for employers (Interviews with Government and employers, March 2025).

⁹³ Sectors to be determined by national constituents in line with priorities of the People Development Policy and wider national development aims to advance economic diversification, just transition, and equitable social and economic development. Some possible sectors include tourism and hospitality (including eco- and cultural tourism), agriculture and agro-processing, digital / ICT, creative and cultural industries, niche manufacturing (e.g., pharmaceuticals, chemicals), and the care economy (e.g., training for care workers).

Outcome 2.3 – Increased productivity, resilience, and sustainability of medium, small and microenterprises (MSMEs)

Main outputs	
2.3.1	An institutional framework for measuring and tracking productivity at sector and national levels is developed and operationalized
2.3.2	Business development services and financial incentives for green enterprise are strengthened
2.3.3	A sectoral action plan for promoting enterprise formalization is developed and implemented
2.3.4	A mechanism for coordinating the design and delivery of MSME support services is established and operationalized
Contributions to cross-cutting aims: ► Just transition: Improved offer and uptake of business development support services (BDS) and financial incentives for green enterprise; enterprise formalization includes measures to strengthen MSME resilience to climate shocks. ► Social dialogue: Improved data / analysis on productivity to support constituent decision-making and social dialogue on socioeconomic policy matters (e.g., wages, enabling environment for enterprise development). ► Reduced inequality: Strengthened resilience of MSMEs through formalization, contributing to improved job / income stability for self-employed and employees (including via increased social security registration rates).	

Constituents note ongoing challenges related to productivity and competitiveness that constrain the development of sustainable enterprises in Barbados, especially among MSMEs. While MSMEs play a key role in providing jobs and livelihoods for many Barbadians, as well as driving growth in new sectors that are critical to achieving national goals to diversify the economy, these smaller economic units often face challenges that affect their productivity and business resilience. For example, MSMEs often struggle to access the financial and other technical resources (equipment and knowledge) to grow their businesses, upgrade production methods to enhance productivity, invest in green business practices, or withstand external shocks (including climate shocks). Partly as a result, many MSMEs operate in the informal economy, with adverse implications for enterprise sustainability and the stability of employment and incomes of employees. Constituents point to the lack of an effective coordination mechanism for small-business support as a key challenge. More generally, a lack of data and institutional capacity constrains efforts to develop more effective and coordinated responses to productivity and competitiveness challenges.

Theory of change: establishing the necessary institutional framework to measure and monitor productivity (2.3.1) will support evidence-based measures to enhance enterprise productivity and competitiveness. At the same time, an improved offer of BDS services, together with financial and commercial incentives, will help more MSMEs to adopt green business practices (2.3.2) and formalize their businesses and workforce (2.3.3). A mechanism to coordinate the design and delivery of measures to support MSMEs will enhance access to and uptake of key services and incentive schemes among MSMEs to drive sustainable enterprise development (2.3.4). Together, these outputs will strengthen enterprise resilience to climate shocks and enhance productivity, diversification, and competitiveness in the context of Barbados' economic transformation.

Output 2.3.1: An institutional framework for measuring and tracking productivity at sector at the national level is developed and operationalized

Constituents agree on the need for an improved institutional framework to measure, analyse, and disseminate information on productivity at sector and national levels, with the aim of supporting more informed and effective interventions from policymakers and employers to enhance the productivity of Barbadian enterprises. The ILO can draw on its extensive experience in working with national productivity organizations (NPOs) across the Caribbean region to support national constituents to design and operationalize an appropriate institutional mechanism or framework for Barbados.⁹⁴ Key functions are to be determined by national constituents, but may include regular collection and analysis of data on productivity, targeted research to specific productivity issues, the provision of evidence-based policy advice, and/or the facilitation of social dialogue on productivity matters at national and sector levels.

Output 2.3.2: Business development services (BDS) and financial incentives for green enterprise are strengthened

The MLST and Ministry of Energy and Business (MEB) – in collaboration with EBMOs, training/service providers, and financial institutions – will work to strengthen the enabling environment for green enterprise. This will include enhancing BDS for MSMEs and entrepreneurs in the green and blue economies, including via collaboration with existing training/service providers.⁹⁵ The ILO will also help convene and provide technical support to stakeholders (Government, financial institutions, regulatory authorities, EBMOs) to further develop and raise awareness about financial and/or regulatory mechanisms to incentivize green enterprise development; for example, tax incentives, grants, concessional finance, or regulatory measures (e.g., licensing, land-use regulations, pollution control, certification schemes).⁹⁶ This may also include measures to expand access to affordable insurance mechanisms for MSMEs to improve resilience against climate shocks. Particular attention will be paid to ensuring equitable access to financial and non-financial support measures for women and men entrepreneurs, including the development of tailored or preferential products and services, as needed. The establishment of a new coordination mechanism for MSME support (2.3.4) will play an important role in promoting access to and uptake of BDS and financial services / products.

Social partners: The ILO will support national EBMOs to strengthen their service offerings to members on 'enterprise greening,' drawing on lessons learned from the Wildey Green Business Pilot Programme. This may also include support to enhance Environmental, Social and Governance (ESG) compliance that can improve access to climate finance.

⁹⁴ A national productivity organization (NPO) can take different forms (e.g., permanent statutory body, an ad hoc working group, or expanded mandate of an existing body). Previously, Barbados had a Productivity Council (formerly National Productivity Board) that was established by statute in 1993. However, the Council was disbanded in 2019.

⁹⁵ For example, the Small Business Association (SBA), FundAccess, Barbados Youth Business Trust (BYBT), Youth Entrepreneurship Scheme. The BYBT, a private sector initiative to support young entrepreneurs, is piloting a waste management programme to support entrepreneurship in the circular economy.

⁹⁶ The Government has introduced a range of incentives to support green enterprise development (e.g., tax credits for use of renewable energy and technology), but stakeholders point to a lack of awareness about the existence and means of access for different schemes that fall under a range of legislative provisions and/or agencies (see 2.3.4).

Output 2.3.3: A sectoral action plan for promoting enterprise formalization is developed and implemented

The MLST and the Ministry of Energy and Business (MEB), in collaboration with the BSS and social partners, will coordinate an initial diagnostic assessment of informality in one or more target sectors, with a focus on informal enterprises. The ILO will assist constituents to identify the target sector(s) and carry out the assessment in line with good international practice, including analysis of gender-differentiated trends and challenges.⁹⁷ Based on the assessment, the ILO will help convene relevant national stakeholders (e.g., MLST, MEB, line ministries, national and sectoral EBMOs, workers' organizations) to develop an action plan of legislative, policy, and/or institutional measures to support formalization of MSMEs in the target sector(s). This may include the development of tools and guides to support MSMEs navigate the formalization process, strengthening business support services that address specific barriers to formalization (e.g., financial, workforce, business management), and reviewing and simplifying business registration / licensing processes where feasible.⁹⁸

Social partners: The ILO will work with national EBMOs to expand their support to MSMEs to promote formalization as a key means of enhancing enterprise resilience. This may include expanding existing service offerings to MSMEs in the informal economy, including through support to facilitate business registration and building capacity of MSMEs in areas such as financial and workforce management.⁹⁹ Workers' organizations can play a role in sensitizing workers on their rights and the benefits of formalization, as well as assisting workers to register with NISSS. The ILO will also build capacity of workers' organizations to organize and represent workers in newly formalized enterprises, increasing the likelihood that formalization leads to improved working conditions and access to social protection.

Note: Activities under this output will be coordinated with efforts under output 1.3.2 to ensure a coherent approach to formalization across both enterprise development and social protection systems.

2.3.4: A mechanism for coordinating the design and delivery of MSME support services is established and operationalized

There are a range of existing Government and private sector services and initiatives to support MSME development, including regulatory and tax incentives, concessional financing schemes, and business development support (BDS) services.¹⁰⁰ However, stakeholders acknowledge a lack of coordination and linkages between different schemes and a wider lack of awareness about the range of support measures available, including among MSMEs themselves. To address this coordination gap, the Ministry of Energy and Business (MEB) – in collaboration with national EBMOs, education and training institutions, funding bodies, and relevant private sector initiatives¹⁰¹ – will establish and operationalize an appropriate mechanism to coordinate MSME support services. The ILO will support constituents to determine the most appropriate design for the new mechanism(s), which might include a 'one-stop-shop' – a physical office and/or online portal – with the function of consolidating information on existing MSME support services and schemes, and providing advice and referrals to relevant service providers.¹⁰²

⁹⁷ For example, ILO, [Diagnosis of informality: methodological note](#), 2021. The assessment considers different indicators linked to informality based on available data, with attention to the characteristics of working conditions, social protection, skills, productivity gaps, and participation of vulnerable groups.

⁹⁸ Activities under this output may benefit from knowledge exchange and other collaborations within the framework of the ILO's regional formalization initiative (FORLAC), which includes a focus on tourism in the Caribbean. See, ILO, [Strategy for the promotion of formalization in Latin America and the Caribbean 2024-2030](#), 2024.

⁹⁹ This may include awareness raising and direct support to members to align with any revised micro-enterprise tax and social security regime (see 1.3.2).

¹⁰⁰ Private sector initiatives include the Small Business Association (SBA), which support small-business members with business development support (BDS) services and professional networking, the Barbados Youth Business Trust (BYTB), which provides financing and BDS services for young entrepreneurs, as well as BDS services and other support offered by national EBMOs such as BEC.

¹⁰¹ For example, the Small Business Association (SBA) and Barbados Youth Business Trust (BYBT).

Outcome 2.4 – Increased performance, resilience, and sustainability of Third Sector organizations

Main outputs	
2.4.1	A National Plan for Third Sector development is adopted and implemented
2.4.2	Tailored services and tools to build capacity of Third Sector organizations in key sectors are developed and implemented
Contributions to cross-cutting aims: ▶ Just transition: Strengthened capacity of Third Sector organizations operating in sectors relevant to just transition (e.g., cooperatives in agriculture, transport, sustainable tourism). ▶ Social dialogue: Enhanced engagement / participation of Third Sector organizations in national and sectoral social dialogue mechanisms related to Decent Work (e.g., cooperative development). ▶ Reduced inequality: Enhanced provision of social services to the most vulnerable segments of society; improved employment / income security for self-employed / micro-entrepreneurs through cooperativism.	

The Third Sector – including non-profits, associations, social enterprises, and cooperatives – plays a key role in the Barbadian economy and society. Third Sector organizations provide vital social services to many of the most vulnerable groups in Barbadian society, including in areas such as education, health, and care services.¹⁰³ Meanwhile, non-financial cooperatives are playing an increasingly important role in supporting sustainable enterprise development in sectors such as agriculture, transport, and consumer services.¹⁰⁴ However, Third Sector organizations, including cooperatives, face challenges in strengthening their operational effectiveness, productivity, and/or sustainability due to a fragmented regulatory environment, limited access to finance, and gaps in organizational management and leadership capacities.

Theory of change: a National Action Plan for Third Sector development (2.4.1) will provide a coherent overarching framework for implementing legislative, policy, and institutional measures to enhance the performance, resilience, and sustainability of Third Sector organizations, including cooperatives. More focused interventions at sector level (2.4.2) will allow for targeted support to improve performance and sustainability of Third Sector organizations in selected economic sectors and/or service areas.

¹⁰² The Government previously operated a Small Business Development Centre (SBDC) that performed a similar coordination function, but the SBDC no longer functions in practice. However, the updated SME Policy identifies the establishment of a similar coordinating function as a priority, and the MEB is currently assessing options for implementing these objectives. Interview with Government, 2025.

¹⁰³ These services not only support vulnerable populations as service users, but they can also support caregivers (primarily women) to enter or remain in paid employment, thus contributing to more inclusive labour markets.

¹⁰⁴ The Government has made cooperative development a policy priority, noting the cooperative model as a means for micro-enterprises to reduce costs, improve efficiency, and achieve sustainable business growth.

Output 2.4.1: A National Action Plan for the development of the Third Sector is adopted and implemented

To create a stronger enabling environment to support the development and performance of the Third Sector, including the expansion of the cooperatives sector, the MLST and Cooperatives Department will collaborate to develop and implement a National Action Plan for Third Sector development. The content of the Action Plan will be determined by constituents through an appropriate consultative process. Areas of focus may include measures to strengthen the capacity of MLST to develop policies and deliver services for the Third Sector (e.g., training on leadership, management, and/or financial governance tailored to Third Sector organizations and cooperatives);¹⁰⁵ reviewing and updating relevant legislation concerning Third Sector and cooperatives. This will also include enhanced data collection on Third Sector characteristics, performance, and needs, and frameworks to promote innovation and good practice within the Third Sector and among cooperatives (e.g., through partnerships with other research institutions, private sector enterprises or associations, or other service providers). The ILO will provide technical support to MLST, the Cooperative Department, and other relevant stakeholders to develop and implement the Action Plan.

Output 2.4.2: Tailored services and tools to build capacity of Third Sector organizations in key sectors are developed and implemented

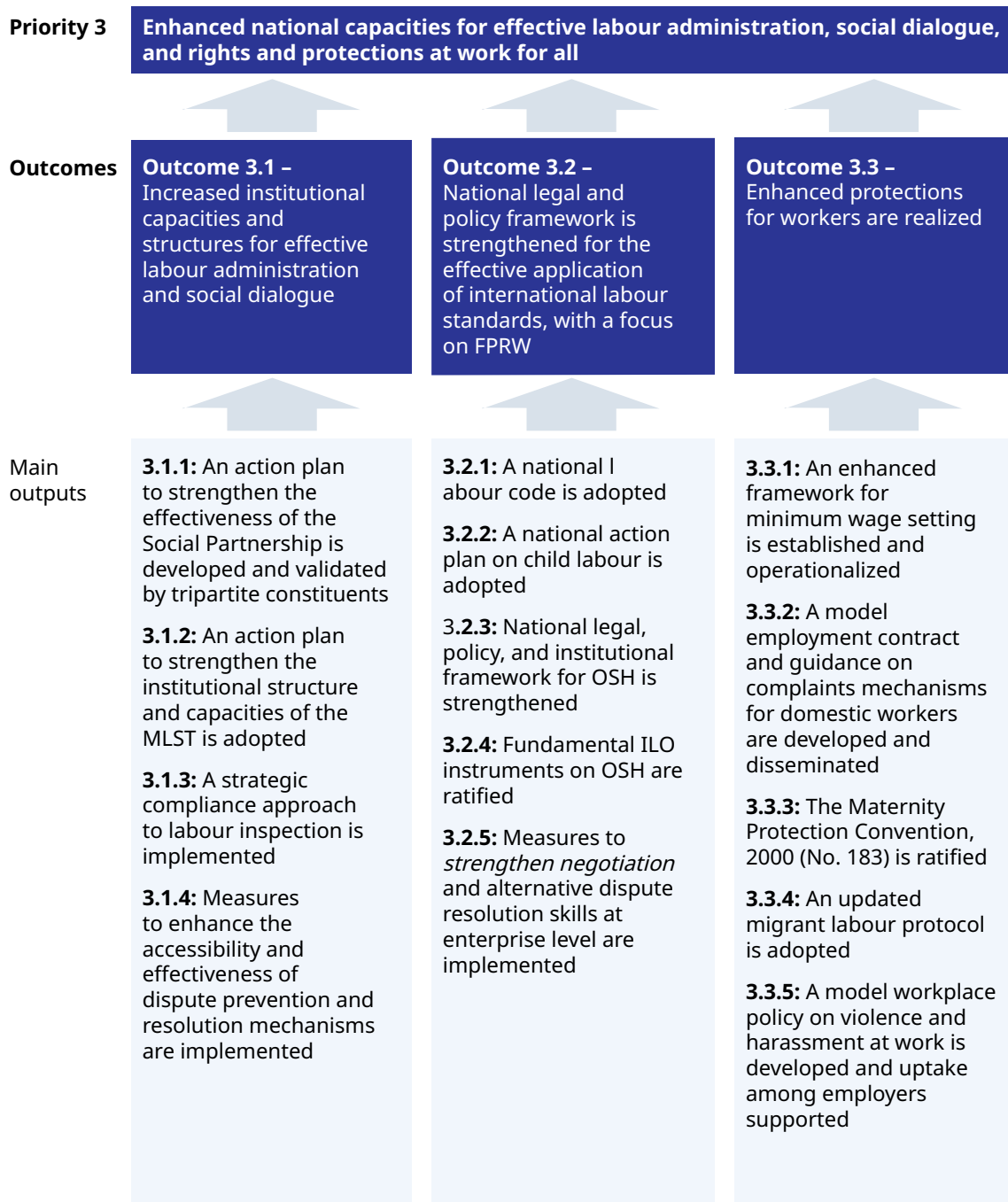
To complement implementation of the National Action Plan (2.4.1), the MLST and Cooperatives Department will coordinate with other stakeholders to implement targeted support measures for Third Sector organizations and/or cooperatives in selected sectors and/or service areas. The ILO will provide technical assistance in selecting appropriate sectors, service areas, and/or types of organizations (e.g., non-profits, social enterprises, productive cooperatives) for focused interventions, based on identified opportunities to support Third Sector or cooperative development and/or national policy priorities. Some potential sectors for consideration include education and/or care services (non-profits, associations, and/or cooperatives), agriculture (cooperatives), and transport (cooperatives).¹⁰⁶ Initial efforts will focus on developing a small number of pilot initiatives that are replicable and scalable.

The ILO will also work with national constituents to promote progressive formalization of economic activities and employment in the selected sectors, including support to informal groups or associations to establish formal organizations or cooperatives and ensuring organizations and any employees are registered with social insurance, as appropriate. Activities will incorporate measures to promote the increased participation of youth, women, and people with disabilities in the functioning and governance of Third Sector organizations as an integral component of this output.

¹⁰⁵ For example, the MLST has already begun work to adapt the ILO's Start and Improve Your Business (SIYB) training methodology to the specific needs and characteristics of the Third Sector.

¹⁰⁶ In the case of the care economy, constituents can draw on and adapt as needed the ILO's bespoke training methodologies for care economy cooperatives (Think.CareCoop and Start.CareCoop).

Priority 3: Labour administration, social dialogue, rights at work



Outcome 3.1 – Increased institutional capacities and structures for effective labour administration and social dialogue

Main outputs	
3.1.1	An action plan to strengthen the effectiveness of the Social Partnership is developed and validated by tripartite constituents
3.1.2	An action plan to strengthen the institutional structure and capacities of the MLST is adopted
3.1.3	A strategic compliance approach to labour inspection is implemented
3.1.4	Measures to enhance the accessibility and effectiveness of dispute prevention and resolution mechanisms are implemented
Contributions to cross-cutting aims: ► Just transition: Improved institutional capacities for social dialogue and labour administration to support labour and employment aspects of just transition policymaking, planning, and monitoring. ► Social dialogue: Strengthened Social Partnership; enhanced dispute resolution mechanisms; increased capacity of MLST to support / facilitate social dialogue and perform core labour administration functions. ► Reduced inequality: Improved institutional capacity of MLST (including compliance capacity) to enhance the protection and realization of labour rights for all, including those facing particularly acute Decent Work deficits.	

Although Barbados has a well-established tradition of tripartism and social dialogue, reliance on informal procedures and norms may at times undermine the effectiveness of social dialogue mechanisms at the national level.¹⁰⁷ Constituents agree on the need to strengthen and further formalize key aspects of social dialogue processes and mechanisms to ensure that participatory tripartite social dialogue remains a fundamental principle of national policymaking and industrial relations.¹⁰⁸ Constituents also note the need to strengthen the labour administration capacity of the MLST, in relation to both governance and management of labour administration systems (e.g., timely completion of key administrative processes, enhanced labour inspection capacities) as well as the MLST's role in facilitating collaborative labour relations (e.g., more efficient and effective dispute prevention and resolution mechanisms).

Theory of change: measures taken to further strengthen and formalize national social dialogue mechanisms (3.1.1), combined with efforts to strengthen the MLST's institutional and operational structure and capacities (3.1.2). These include improved labour inspection capacity (3.1.3) and enhancing the accessibility and effectiveness of dispute prevention and resolution mechanisms (3.1.4). The efficiency, transparency, and responsiveness of labour administration functions and reinforce social dialogue as the basis for national policymaking and industrial relations will improve.

¹⁰⁷ The anticipated adoption of an updated Protocol of the Social Partnership is expected to improve clarity on objectives, roles, and procedures for social dialogue, although the Protocol is not a legal instrument.

¹⁰⁸ Interviews with Government, employers, and workers, 2024/2025.

Output 3.1.1: An action plan to strengthen the effectiveness of the Social Partnership is developed and validated by tripartite constituents

To ensure the continued effectiveness of the Social Partnership, including the effective operation of tripartite social dialogue mechanisms, the MLST and social partners will carry out an assessment of existing national social dialogue frameworks and institutions. The ILO will provide technical support to constituents to apply a self-assessment methodology for social dialogue institutions (SAM-SDI) to the case of Barbados.¹⁰⁹ On the basis of the assessment, tripartite constituents will develop and validate a joint action plan to strengthen and ensure the ongoing representativeness and effectiveness of Barbados' national social dialogue mechanisms and institutions. The scope of measures will be determined via the diagnostic evaluation but may include measures to update or strengthen the regulatory framework, formalize institutional functions and operational procedures, strengthen the participation and representation of women in social dialogue fora, and enhance monitoring and reporting mechanisms.

Output 3.1.2: An action plan to strengthen the institutional structure and capacities of MLST is adopted

The MLST, with support from the ILO and in consultation with social partners, will carry out an institutional audit of the Ministry's structure and functions with the aim of identifying areas for improvement. The audit will provide the basis for an action plan of priority measures to strengthen the effectiveness of the MLST and its constituent departments / units, as well as statutory and non-statutory bodies operating under the auspices of the MLST. The assessment will also look at reporting and information management within the labour administration system. It will focus on measures to strengthen the MLST's capacity to generate regular performance reports (based on consistent key performance indicators for different MLST functions) and to fulfil reporting obligations under the ILO's supervisory mechanisms.¹¹⁰ In developing the action plan, the MLST and ILO will aim to prioritize measures that contribute to the delivery of other outputs under this outcome; for example, concerning social dialogue (3.1.1) and dispute resolution (3.1.4).

Output 3.1.3: A strategic compliance approach to labour inspection is implemented

The MLST will strengthen the capacity of labour inspection functions to effectively monitor and enforce compliance with labour laws, including OSH standards. The ILO will assist the MLST to develop and implement a strategic compliance planning (SCP) approach for labour inspection to target inspection resources more effectively in line with operational priorities. This will include support to identify key sectors and compliance issues, and to enhance the generation and management of data relevant to inspection activities (e.g., via the implementation of an electronic case management system). The ILO may also assist the MLST in developing tailored training and/or guidance materials (e.g., inspection protocols) on priority Decent Work issues, such as promoting formalization, supporting compliance with labour laws for domestic workers, and/or detecting and investigating cases of violence and harassment at work.

¹⁰⁹ The ILO's SAM-SDI methodology enables tripartite constituents to undertake an in-depth self-assessment, focusing particularly on evaluating the inclusiveness and effectiveness of social dialogue institutions, in line with the ILO's Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144).

¹¹⁰ Consideration will be given to the potential for ICT-based information management tools and systems to support enhanced administrative and operational functions. The development and reporting against defined key performance indicators (KPIs) will also play an important role in monitoring and evaluation of progress under this outcome.

Output 3.1.4: Measures to enhance the accessibility and effectiveness of dispute prevention and resolution mechanisms are implemented

The MLST will implement measures to strengthen the effectiveness of national dispute prevention and resolution mechanisms, in consultation with social partners and drawing on findings and recommendations from existing assessments.¹¹¹ This may include the designation or formation of a tripartite working group to agree and oversee implementation of priority actions. Key areas of focus may include separating conciliation and inspection functions of the MLST to improve impartiality, developing clearer procedural frameworks for different categories of disputes and enhancing the efficiency and accessibility of the ERT (e.g., internal regulations and case management tools, improved user communication, online case submission). The ILO will provide technical assistance to support the implementation of agreed measures.

Social partners: the ILO will also support national social partner organizations to strengthen their capacities and support their members to engage effectively in dispute resolution processes. This will include building knowledge and competencies about relevant procedures to enable employers and worker to participate in dispute resolution processes without the need for costly external legal services.

Outcome 3.2 – National legal, policy, and institutional framework is strengthened for the effective application of international labour standards, with a focus on fundamental principles and rights at work (FPRW)

Main outputs	
3.2.1	A national labour code is adopted
3.2.2	A national action plan on child labour is adopted
3.2.3	National legal, policy, and institutional framework for OSH is strengthened
3.2.4	Fundamental ILO instruments on OSH are ratified
3.2.5	Measures to strengthen skills on negotiation and alternative dispute resolution at enterprise level are implemented
Contributions to cross-cutting aims: ► Just transition: Strengthened legislative framework to ensure effective protection and realization of labour rights in the context of labour market disruptions during the transition to a low-carbon economy.	

¹¹¹ The ILO facilitated a tripartite self-assessment of the ERT in 2022, which included a list of actions for strengthening the effectiveness of the ERT and wider dispute resolution mechanisms in Barbados.

- **Social dialogue:** Enhanced social dialogue and tripartite participation on child labour and OSH; strengthened skills to promote social dialogue at enterprise level; increased knowledge/capacity of constituents on international labour standards through a participatory process of legislative reform.
- **Reduced inequality:** Strengthened legislative/policy framework to promote application of international labour standards (including non-discrimination), with focus on vulnerable groups / categories of workers (e.g., child labour, gender-sensitive OSH protections in high-risk sectors / occupations, improved regulation of non-standard forms of employment (NSFE).

Although Barbados has a strong legislative and policy framework to promote international labour standards, including ratification of most fundamental and governance Conventions, there remain some gaps that impede effective application of international labour standards in practice. Constituents note that existing labour legislation is fragmented and ill-equipped to effectively regulate diverse forms of work, such as digital platform work, telework, and other non-standard forms of employment (NSFE). Beyond legislation, constituents have identified a need to strengthen national policy frameworks to promote the realization of fundamental principles and rights at work (FRPW) in practice, including measures to prevent and protect against child labour and enhance occupational safety and health (OSH) standards. Finally, constituents note that a lack of negotiating skills may at times undermine the effectiveness of social dialogue at enterprise level, including in relation to collective bargaining and the negotiated settlement of grievances without escalation to more costly dispute resolution proceedings.

Theory of change: the development of a unitary Labour Code (3.2.1) will help update and consolidate national labour legislation and contribute to improved overall application of international labour standards, while specific measures to update the national legal and policy framework on child labour (3.2.2) and OSH (3.2.3) will strengthen the application of FRPW in law and practice. The commencement of ratification of the ILO fundamental Conventions Nos. 155 and 187 (3.2.4) in April 2025 will both reinforce Barbados' adherence to international standards on OSH and commit Barbados to ILO monitoring and reporting processes that can drive continuous improvement on OSH standards. Finally, improved negotiating skills among employers' and workers' representatives (3.2.5) will strengthen the practice of social dialogue at enterprise level, including in relation to dispute prevention and resolution.

Output 3.2.1: A national Labour Code is adopted

The ILO will support the tripartite constituents, primarily through the Sub-Committee of the Social Partnership and/or other relevant tripartite mechanism, to develop a consolidated Labour Code for Barbados. A Labour Code will enhance the consistency and coherence of national labour legislation, providing greater clarity for labour authorities, employers', and workers' organizations, thus contributing to improved application of labour laws in practice. The legislative review process will also provide an opportunity to update labour and employment legislation – via the new Labour Code and/or complementary updates to other laws and regulations – to better reflect and regulate the evolving world of work, as well as closing gaps against international labour standards, including FRPW.¹¹²

¹¹² Some areas of focus include: strengthening legislation on anti-union discrimination and collective bargaining (in line with recent comments of the Committee of Experts on the Application of Conventions and Recommendations (CEACR); adopting a list of work prohibited for people under 18 years; provisions to recognize and promote the principle of equal pay for work of equal value; extending protections against discrimination based on pregnancy/maternity; stronger protections against violence and harassment at work; updating national occupational safety and health (OSH) legislation (including extending protections to domestic workers, sector-specific regulations); updating legislation on working time, employment protection, and social insurance to better regulate NSFE. The ILO can also support ongoing legislative review processes, including revision to the Nurses Act and implementation of improved maternity, paternity, and caregiver leave entitlements. Interviews with Government, employers, workers, 2024.

Social partners: The ILO will strengthen the capacity of national employers' and workers' organizations on international labour standards to support effective engagement and contributions to the legal reform process via social dialogue mechanisms. The ILO will also assist national employers' and workers' organizations to develop training and/or guidance materials to support their members in effectively applying the updated legislation.

Output 3.2.2: A national action plan on child labour is adopted

The National Child Labour Committee, together with other functions of the MLST, will develop and adopt an updated national action plan to guide and coordinate efforts to prevent and eliminate all forms of child labour in Barbados.¹¹³ Among other areas of focus, the action plan will include measures to strengthen tripartite engagement on child labour, including tripartite monitoring and oversight of implementation of the action plan; enhance protections concerning hazardous work for people under 18 years (and advance other relevant regulatory and compliance measures as needed in line with updated national OSH laws and policies, see 3.2.3), and improve data collection of child economic activity to support evidence-based interventions and effective monitoring.

Output 3.2.3: National legal, policy, and institutional framework for OSH is strengthened

The MLST, in collaboration with social partners, will strengthen the national OSH system through measures to enhance its key elements; that is, strengthening national OSH laws and regulations,¹¹⁴ and the development and implementation of a new or updated National OSH Policy, National OSH Programme, and National OSH Profile. The ILO will provide technical assistance to constituents, including the MLST's OSH Department, to develop each aspect of the national OSH system in line with international standards (notably, the fundamental Conventions Nos. 155 and 187). The ILO will also support constituents to design and implement OSH measures that reinforce broader FPRW priorities; for example, in relation to discrimination (through OSH measures to prevent violence and harassment at work, strengthen OSH protections for people with disabilities, or promote better standards in sectors in which women or migrant workers are overrepresented, such as domestic work) and child labour (e.g., hazardous work for under-18s, protections for apprentices).

Social partners: as part of activities under this output, the ILO will also support social partner organizations to build their capacities on OSH to support the implementation of the new OSH Policy and Programme and promote a more robust safety culture at work. This may include promoting greater attention to OSH matters in collective bargaining, strengthening joint OSH monitoring and advisory functions at workplace level and building knowledge of OSH hazards and management practices among employers and workers.

Output 3.2.4: Fundamental ILO instruments on OSH are ratified

The MLST, in cooperation with social partners, have formally commenced the ratification of both fundamental ILO instruments on OSH, namely: the Occupational Safety and Health, 1981 (No. 155) and its accompanying protocol, and the Promotional Framework for Occupational Safety and Health, 2006 (No. 187). The ILO will provide technical assistance to support any further reviews of legislative and institutional arrangements to ensure alignment with the relevant instruments, as well as support to tripartite constituents as needed to strengthen their understanding of the standards and support effective implementation, including through activities undertaken under other outputs for this outcome.

¹¹³ The MLST reports that work to update the action plan is ongoing, but additional assistance from the ILO is needed.

¹¹⁴ Legislative review and amendments should be conducted in line with broader legislative reforms; see 3.2.1.

Output 3.2.5: Measures to strengthen skills for negotiation and alternative dispute resolution at enterprise level are implemented

National social partner organizations will develop practical tools, such as training and guidance materials, to enhance core industrial relations competencies among their members, including knowledge of legal frameworks, administrative processes, workplace cooperation mechanisms (e.g., joint labour-management committees), and skills for negotiations and alternative dispute resolution at enterprise level. The ILO will provide technical assistance to national EBMOs and workers' organizations to build their own capacity (and their capacity to train and support their members) in relation to interest-based bargaining approaches, mechanisms for monitoring collective agreements (including addressing any disputes that may arise), and facilitating alternative dispute resolution processes at enterprise level (e.g., through training on mediation and conciliation techniques).

Outcome 3.3 – Enhanced protections for workers are realized

Main outputs	
3.3.1	An enhanced framework for minimum wage setting is established and operationalized
3.3.2	A model employment contract and guidance on complaints mechanisms for domestic workers are developed and disseminated
3.3.3	The Maternity Protection Convention, 2000 (No. 183) is ratified
3.3.4	An updated migrant labour protocol is adopted
3.3.5	A model workplace policy on violence and harassment at work is developed and uptake among employers supported
Contributions to cross-cutting aims: ► Just transition: Strengthened protections for workers who may be exposed to increased risks and vulnerability in the context of climate change impacts and labour market disruptions through the transition ► Social dialogue: Increased effectiveness of social dialogue on wages policy; increased capacity of constituents to address key Decent Work challenges (e.g., related to domestic and migrant workers, violence/harassment). ► Reduced inequality: Improved protections at work for the most vulnerable categories of workers (e.g., low-paid workers, domestic workers, migrants) and Decent Work deficits that disproportionately affect women (e.g., violence and harassment at work, maternity protection).	

Certain groups of workers face disproportionate Decent Work deficits due to intersecting labour market and socioeconomic disadvantages, as well as gaps in legal, policy, and compliance frameworks that weaken labour and social protections. Workers in the informal economy, care economy, and other low-paid sectors – including a disproportionate share of youth, women, migrant workers, and persons with disabilities – are more likely to experience inadequate wages, poor working conditions and long hours, and limited enjoyment of labour rights in practice. Key concerns raised by stakeholders include the inadequacy of minimum wage rates in the face of rising living costs; poor working conditions and limited recognition of rights for workers in the care economy, particularly domestic workers (who are predominantly women and often migrant workers); inadequate protection for pregnant women and workers with care responsibilities, and the precarious situation of many migrant workers, who may lack awareness of rights and face uncertain legal status. Lack of effective representation exacerbates vulnerabilities to labour rights abuses and poor working conditions.

Theory of change: strengthening legal and policy frameworks, improving enforcement mechanisms, and enhancing the voice and representation of vulnerable groups will reduce Decent Work deficits among those most at risk. Improved minimum wage-setting mechanisms (3.3.1) will ensure that all workers receive a fair basic income appropriate to the cost of living and wider economic conditions, while stronger protections for domestic workers (3.3.2) will help address informality, poor working conditions, and other Decent Work deficits in the care economy. Further strengthening maternity protection through the ratification of the Maternity Protection Convention, 2000, No. 183 (3.3.3), improving protections for migrant workers (3.3.4), and supporting the implementation of workplace policies to prevent and address violence and harassment (3.3.5) will further enhance protections for those facing the most acute vulnerabilities. Across all areas, increased capacity of social partners to support and represent the interests of vulnerable groups will be essential to strengthening protections at work for all.

Output 3.3.1: An enhanced framework for minimum wage setting is established and operationalized

The MLST, primarily through the tripartite Wages Board, will strengthen mechanisms for evidence-based policymaking on wages, with particular focus on minimum wage setting.¹¹⁵ In particular, the ILO will support constituents to establish an evidence-based approach for minimum wage setting, including any regulatory changes, in line with international labour standards.¹¹⁶ This may include the adoption of a wage-setting methodology (mathematical formula) to guide decisions on periodic adjustments to the minimum wage rate. The ILO can also support tripartite constituents to improve data collection on wages trends (including data disaggregated by sector, sex, and other demographic characteristics) and relevant macroeconomic indicators (such as productivity, cost of living, and cost of labour) to support policymaking for wages (see also 1.3.2). Building on measures to strengthen wage-setting mechanisms, the ILO can also support tripartite constituents to work towards ratification of the Minimum Wage Fixing Convention, 1970 (No. 131).

Social partners: The ILO will also support capacity building for social partners to enhance their participation in wage-setting mechanisms and their role in generating and analyzing relevant data; for example, the role of EBMOs in collecting data on wages trends and key aspects of productivity at sector and national levels, and the role of trade unions in promoting fair and equitable wages through collective bargaining.

¹¹⁵ Constituents may also consider reviewing and/or strengthening other aspects of wages policy, including measures to promote equal pay.

¹¹⁶ In particular, Minimum Wage Fixing Convention, 1970 (No. 131), which Barbados has not ratified.

Output 3.3.2: A model employment contract and guidance on complaints mechanisms for domestic workers are developed and disseminated

The MLST, in collaboration with workers' organizations, will develop and promote uptake of a model employment contract for domestic workers in line with the Domestic Workers Convention, 2011 (No. 189) and Recommendation No. 201. The ILO will support the MLST to develop the model contract in consultation with social partners, as well as to design and implement effective outreach initiatives to promote its uptake among domestic workers and their employers. The model contract will clearly articulate the rights and responsibilities of both parties, including provisions on working hours, remuneration, leave entitlements, and termination procedures. The MLST, in cooperation with workers' organizations, will also develop and disseminate guidance on available complaints mechanisms and procedures for addressing workplace grievances, including training for labour officials on the appropriate handling of complaints concerning domestic workers.¹¹⁷

Social partners: Workers' organizations will play a key role in raising awareness among domestic workers about the model contract and their labour rights more generally, as well as contributing to compliance efforts through ongoing outreach and organizing among domestic workers (including by facilitating the submission and resolution of complaints). The ILO will support workers' organizations to strengthen their capacity to organize, represent, and advocate on behalf of domestic workers.

Output 3.3.3: The Maternity Protection Convention, 2000 (No. 183) is ratified

The ILO will provide technical assistance to the MLST and social partners to advance the ratification of the Maternity Protection Convention, 2000 (No. 183). Relevant measures have already been adopted, including a recent Cabinet decision to extend maternity, paternity, and caregiver leave entitlements. The ILO will provide technical assistance to the MLST, and through relevant tripartite fora, to identify and implement the recent parental and caregiver leave entitlements and any additional legislative or policy measures required for full alignment with C183.

Output 3.3.4: An updated migrant labour protocol is adopted

The MLST, in collaboration with social partners and other relevant Government agencies, will develop an updated migrant labour protocol aligned with international standards and the upcoming CARICOM labour migration policy. The updated protocol will provide greater clarity on the rights of migrant workers and inform operational practices of relevant authorities, including labour and OSH inspectors, immigration officials, and social protection agencies. The ILO will provide technical assistance in developing the protocol in line with international labour standards. Subject to constituent needs, the ILO may also support preparations for the ratification of the Migration for Employment Convention, 1949 (No. 97) and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143).

Social partners: The ILO will work with national EBMOs and workers' organizations to support implementation of the migrant labour protocol and raise awareness about the rights, risks, and employer obligations concerning migrant workers. The ILO will support workers' organizations to strengthen outreach and organizing among migrant workers to enhance awareness of rights, provide representation and advocacy, and promote compliance and formalization in line with the protocol.

¹¹⁷ This will include emphasis on measures to ensure confidentiality and non-retaliation, recognising the vulnerability of domestic workers due to unique characteristics of their employment (e.g., isolated workplaces, often sole employee of a private household). Constituents may consider whether to extend activities under this output to include changes to existing complaints mechanisms and/or handling procedures for individual labour complaints to enhance their accessibility and effectiveness for domestic workers.

Output 3.3.5: A model workplace policy on violence and harassment at work is developed and uptake among employers supported

The MLST, in collaboration with social partners and other relevant Government functions (e.g., Bureau of Gender Affairs, National Disabilities Unit), will develop a model workplace policy to prevent and address violence and harassment at work. The ILO will support constituents to develop a workplace policy tailored to the legal and social context of Barbados, but consistent with the Violence and Harassment Convention, 2019 (No. 190) and accompanying Recommendation (No. 206). Constituents can draw on the model policy jointly developed by the Caribbean Employers Confederation (CEC) and Caribbean Congress of Labour (CCL).¹¹⁸ The ILO will also support social partners to promote uptake of the policy among employers in Barbados through awareness-raising and capacity building among employers and workers.

Social partners: The ILO will strengthen the capacity of EBMO's and workers' organizations to support members in developing workplace policies on violence and harassment, including through introducing relevant provisions in collective bargaining agreements (CBAs).¹¹⁹ The ILO will also help strengthen social partner knowledge on C190 to enhance capacities to contribute to awareness raising and compliance efforts on violence and harassment at work.

¹¹⁸ Caribbean Employers Confederation and Caribbean Congress of Labour, Joint policy positions to address gender-based violence at the workplace, 2022.

¹¹⁹ These initiatives can draw on the guidance developed by employers' and workers' organizations at the regional level. See Caribbean Employers' Confederation (CEC) and Caribbean Congress of Labour (CCL), Joint policy positions to address gender-based violence at the workplace, 2023.

► Management, implementation planning, monitoring, and evaluation arrangements

Implementation, performance monitoring, and evaluation arrangements

The DWCP Steering Committee

A tripartite DWCP Steering Committee will be the national entity responsible for the management, implementation, and monitoring of the DWCP. The ILO will support the Government and social partners to establish and operationalize the Steering Committee, including the development of a Terms of Reference that sets out the governance structure for the DWCP and the responsibilities of the Steering Committee. The Government will provide the Steering Committee with a strong mandate to facilitate engagement and collaboration among national institutional stakeholders, as well as the necessary resources to fulfil its DWCP management and monitoring roles. The Steering Committee will comprise representatives of national tripartite constituents, ex-officio representatives of the DWT/CO-POS, and selected representatives of key national stakeholders as appropriate. National constituents will aim to ensure gender parity and adequate representation of other stakeholder groups among members of the Steering Committee.

During its implementation and monitoring functions, the Steering Committee may invite representatives of other institutional stakeholders – including Government, private sector, educational, and other civil society organizations, as well as international and national experts – to participate in meetings as appropriate. The Committee will also promote the meaningful participation of women, youth, people with disabilities, and other relevant groups and their representative organizations, in the activities related to DWCP management and M&E. The Steering Committee and/or the ILO will provide technical monitoring and evaluation (M&E), and policy support to other national stakeholders to support the DWCP implementation and/or monitoring.

Monitoring and evaluation of the DWCP

The Steering Committee, in cooperation with the ILO, will develop and validate the DWCP implementation plan and monitor its progress, including through period reviews. This will include monthly review meetings to monitor implementation of the DWCP, as well as annual strategic reviews that provide an opportunity for broader consultation with a range of national and international stakeholders. The ILO will carry out a mid-term evaluation of the DWCP implementation to assess progress, as well as a final review and evaluation at the end of the programme period.

The ILO will provide technical assistance to the Steering Committee to strengthen its M&E capacities, including further training on results-based management for the DWCP. As a first step, the ILO will

support the Steering Committee to carry out a review, finalization, and validation of the DWCP results framework, which will provide the basis for monitoring overall progress in DWCP implementation.¹²⁰ As part of the wider implementation plan, the Steering Committee will also develop a practical M&E operational plan, including a calendar for specific M&E data collection and compilation activities and corresponding institutional responsibilities, to be aligned with the overall implementation timeline. This will help ensure that the Steering Committee has timely access to the data necessary to effectively monitoring implementation progress, including in advance of regular review meetings.

The M&E calendar will align with and establish linkages to the work plans of other national bodies and development partners engaged in relevant activities in Barbados. The ILO will support the Steering Committee in exploring opportunities for structured feedback mechanisms and collaborative evaluations with these institutional partners, particularly where DWCP outcomes closely align with the focus areas of other projects (e.g., ongoing technical cooperation between the Government and multinational development banks on social protection, migration governance, and workforce skills). In these cases, M&E coordination will ensure the DWCP remains adaptive and responsive to constituent needs and priorities.

The DWCP 2025-2030 offers an opportunity for national constituents to enhance monitoring and evaluation capacity and processes in relation to critical national development goals. An express focus on strengthening data generation, analysis, and dissemination capacity is incorporated into several of the DWCP's outcomes – including in relation to labour market information (1.4), skills and employment data (2.1, 2.2), social protection (1.3), green jobs (1.1), labour migration (1.2), productivity (2.3), Third Sector performance (2.4), and labour administration (3.1). These initiatives will play an important role in strengthening M&E capacities for the DWCP itself. As such, monitoring and evaluating the DWCP 2025-2030 will involve making use of existing statistical capacity (especially the BSS and MLST's statistical unit), building M&E capacity in the DWCP Steering Committee, and taking advantage of initial gains from relevant interventions under the DWCP itself.

Risks

The following risk assessment table provides a risk assessment description at the level of the outcomes and the DWCP overall, as well as a brief description of mitigation factors and strategy. Risk level (low, moderate, high) is based on assessment of both the likelihood of the assumption not being met and the severity of the consequent impact on DWCP implementation.

Assumption	Risk Level	Mitigation
Efforts to support long-term improvements – e.g., addressing skills mismatches, productivity, significant legislation reform – yield results at adequate scale and within the timeframe of the DWCP.	High	The ILO's value-added contribution to Barbados' national development vision is linked to the capacity of the DWCP to deliver demonstrable and sustainable change over time, supporting the creation of Decent Work for all. The DWCP comprises a blend of activities designed to support and demonstrate change in the short, medium, and longer term, and provides a results-based framework to track and demonstrate change at each stage. Close alignment between the DWCP and existing national development priorities and policies is a further mitigating factor, enabling the DWCP to contribute to the expansion and realization of existing strategic objectives of Government and social partners and/or implement specific initiatives that are mutually enhancive of the work of other national and international stakeholders.
Key institutional stakeholders have the capacity and resources to implement agreed DWCP outcomes and outputs	High	Consideration of institutional feasibility – including the capacity and resources of key stakeholders responsible for implementation – was a key component of DWCP design and an express focus of discussions during the validation workshops (on which basis, several draft outcomes / outputs were revised). The development process also sought to build broad-based support by engaging a wide range of stakeholders and aligning priorities with national development strategies, to help secure high-level political support for the DWCP and facilitate sustained resourcing. The Steering Committee will continue to monitor institutional capacity and coordinate any necessary support or design revisions during implementation.
Funding is available for DWCP activities	High	The Steering Committee will take part in resource mobilization efforts for the DWCP, with support from the ILO. The DWCP is closely aligned with national development priorities and the UNMSDCF (2022-2026) for the English- and Dutch-speaking Caribbean and some related initiatives already have assigned funds that can contribute to DWCP activities. The Steering Committee will monitor alignment of the DWCP with national priorities and consider adapting implementation activities and resource mobilization approaches as appropriate. The ILO and the Steering Committee will also actively identify and pursue opportunities for joint delivery of relevant outputs and activities with other development partners outside of the UN system.

Assumption	Risk Level	Mitigation
Monitoring and evaluation capacity can be utilized and enhanced to demonstrate DWCP contributions to Decent Work.	High	Existing capacity and capacity gaps have been mapped as part of the DWCP development process (see Country Diagnostic report) and an M&E plan put in place (above). The ILO will continue to build the capacity of national stakeholders, including the Steering Committee, to enhance M&E capabilities. The Steering Committee will regularly assess M&E capacity and gaps throughout implementation.
Changes of Government and/or personnel in high-level policymaking positions do not fundamentally alter national development priorities or Government's commitment to the DWCP.	Moderate	The Steering Committee will have a strong mandate to implement the DWCP independently of political party interests and through any interruption to policymaking in the case of Government / Cabinet changes. The DWCP itself is aligned with national development objectives that are shared across political parties and has been validated by national tripartite constituents and open to consultation with stakeholders from across the political spectrum.
Appropriate governance structures / effective participation and involvement of all relevant national stakeholders	Moderate	Barbados has a strong tradition of participatory policymaking and the DWCP development process has expressly sought to ensure broad consultation and engagement. A wide range of national stakeholders have been proactively engaged throughout the DWCP development (data inputs, interviews, in-person trainings and workshops) to raise awareness, generate 'buy-in,' and ensure the reflection of diverse needs and priorities in relation to the Programme.
Ongoing and/or future Government policy initiatives do not fundamentally alter the feasibility or relevance of outputs under the DWCP.	Moderate	There will be ongoing close consultation with national stakeholders and adaptation of outputs as necessary to align with the wider national policy and programming agenda. There will be regular meetings and monitoring on the part of the Steering Committee and annual strategic reviews with wider participation to ensure DWCP outputs are appropriately aligned with the changing national context.

Assumption	Risk Level	Mitigation
There will be continued agreement on the priorities and outcomes of the DWCP.	Moderate	There has been a comprehensive consultative process in developing the DWCP during which a wide range of stakeholders has been engaged, and the DWCP's outcomes and outputs have been validated by a broad range of national stakeholders. There will be regular meetings of the Steering Committee to discuss the DWCP implementation, challenges, and future directions.
Absence of national crises or disasters (hurricanes, flooding, etc.) that will necessitate the re-allocation of resources away from DWCP implementation.	Moderate	The Steering Committee will monitor the implementation of DWCP activities throughout and will determine, in consultation with the Government, social partners, and the ILO, appropriate responses in the case of significant national events or crises (e.g., suspension, redirection, or postponement of DWCP activities).

Example: Vehicular accidents



► Funding plan

The primary funding source will be the national budget. The close alignment of the DWCP with key national development priorities will strengthen the case for targeted budgetary allocations to key DWCP priorities that can have broader impacts in line with existing strategic objectives. Similarly, express alignment with the UN MSDCF and ILO Programme and Budget 2024-26 will facilitate enhanced access to donor funding through the UN system. The ILO will support the Steering Committee in identifying potential development partners that can support the Programme, including opportunities to access targeted resources for just transition and climate action at the regional and international level (see risk matrix above on the Committee's role in fundraising).

The Steering Committee, with support from ILO, will also consider opportunities for partnership with non-UN actors (including IFIs and bilateral development partners) that have relevant programmes and projects in Barbados. In particular, the Inter-American Development Bank has several planned and ongoing projects relevant to Decent Work and this DWCP, including in relation to social protection reform and digitalization of Government services. Strategic cooperation and partnerships can eliminate duplication of efforts and, by extension, identify areas where DWCP activities can complement programmes of other development actors to reduce direct resource demands. The Steering Committee will also explore opportunities to access funding through international concessional finance schemes to support implementation of DWCP outcomes linked to climate adaptation and mitigation. These efforts can build on Barbados' established position as a global leader on climate action and climate finance innovation. The ILO will also work with partners to make optimal use of its own resources for technical assistance and capacity building, which underpin many DWCP outcomes/outputs.

Main challenges – by theme

- Jobs & enterprise
- employment
- enterprise
- social security

Chlorophyll *a* and total carotenoids

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Prevalence &
Risk Factors
for
HIV Infection
in
South
Africa

100

120

2000

Wiley-Blackwell, Inc.
10863 Lincoln Drive
Munich, Germany

See also: causality
of change
of events
of objects

Abstract withheld

207 1000



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Increased TPO2

○ 10月1日
○ 10月2日
○ 10月3日



1972-1973
1974-1975
1976-1977
1978-1979

1. *What is the main purpose of the study?*
 2. *What are the research objectives?*
 3. *What is the significance of the study?*

[illegible]

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Journal of Internal Medicine 260: 105–112

10

Administrative
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financial

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► Advocacy and communication plan

The ILO will support national constituents – particularly the DWCP Steering Committee – to raise awareness of the DWCP and its implementation activities among key stakeholders, development partners, and the wider public. Communication efforts aim to inform and engage national audiences to build support for achieving the DWCP outcomes.

External communications will emphasize the relevance of the Decent Work Agenda to Barbados' national development goals, including building climate resilience and advancing a just transition; promoting economic diversification, increased productivity, and job creation; reducing unemployment and labour market inequalities; enhancing migration governance; addressing skills mismatches, and strengthening protections at work for all. Communications will also highlight how the DWCP supports good governance more generally through improved institutional capacity and evidence-based policymaking, underpinned by inclusive and meaningful social dialogue.

The ILO will support advocacy and communication efforts through strategic advice on DWCP-related communications in close collaboration with the Steering Committee; facilitating outreach through news, social media, and public events; supporting the preparation and dissemination of key reports and knowledge products; building the communications capacity of national constituents and promoting clear communications among national stakeholders to support DWCP implementation. Communication and advocacy will target ILO constituents, Government bodies, social partners, the private sector, civil society, academia, the media, and external donors, while aligning with the UN's MSDCF priorities in the English- and Dutch- speaking Caribbean. All communication products will reflect the diversity of Barbadian society and use accessible language tailored to target audiences.



► Annex 1

Decent Work Country Programme for Barbados, 2025-2030: Results Framework

Notes on result framework (template):

- This template includes a long list of possible outcome and output indicators, which can be adapted and prioritized as appropriate in line with the agreed DWCP implementation plan, as well as data availability and the priorities of national constituents.
- The current iteration of indicators includes a high level of disaggregation that may not be feasible in the short- and medium term. The level of disaggregation should be adapted according to data availability.
- Final baselines, targets, partner implementing organizations, means of verification, and budget are to be determined in consultation with national constituents during the initial planning for implementation.

► Priority 1: Strengthened national capacities to implement integrated policy and institutional responses for Decent Work

Outcome 1.1: Enhanced data and policy coherence for just transition towards environmentally sustainable economies and societies for all

Outcome 1.1				
Outcome 1.1: Enhanced data and policy coherence for just transition towards environmentally sustainable economies and societies for all	Partners:	Integrated resource framework		
		Estimated to be available	To be mobilized	
		US\$		US\$
Risks and assumptions	Assumes ongoing high-level political and tripartite support for just transition as a key national development priority (including resource availability), access to technical expertise and relevant information and data to support evidence-based policymaking (including through generation of new data), and effective cooperation between different Government bodies and between Government and social partners.			
Indicator 1.1a	Number of new / updated national policies, plans, or strategies integrating just transition (e.g., linked labour and climate objectives/elements), by theme, per year	Baseline: Defined as zero at start of DWCP	Target: Increase on baseline	Means of verification: Official policy documents
Indicator 1.1b	Number of new reports, datasets, briefings, etc. on just transition topics that use new data and/or analysis, by theme, per year	Baseline: Defined as zero at start of DWCP	Target: Increase on baseline	Means of verification: Reports, analyses etc. published by Government, academic institutions, social partners etc.
Indicators 1.1c	Number of policy dialogues held on just transition themes, by theme, per year	Baseline: Defined as zero at start of DWCP	Target: Increase on baseline DWCP	Means of verification: meeting records, constituent reports

Outcome 1.2							
ILO P&B 2024-25	Outcome 3 (Full and productive employment for just transitions), Output 3.1 (Capacity for comprehensive employment policy frameworks), Output 1.5 (Capacity for sectoral standards and tools) (BRB101)						
UN-MSDCF 2022-2026	Outcome 3 (Sustainable, inclusive economic growth and Decent Work), Outcome 5 (Climate resilience and environmental sustainability)						
Contribution to SDGs	 8 DECENT WORK AND ECONOMIC GROWTH  13 CLIMATE ACTION  17 PARTNERSHIPS FOR THE GOALS						
Main outputs							
Output 1.1.1: Capacities of tripartite constituents to plan and develop policies for just transition are enhanced							
Indicator 1.1.1a	Number of trainings, guidance / briefings, knowledge-exchange events (or similar) delivered to constituents on just transition themes, by theme, per year	Baseline: Defined as zero at start of DWCP	Target: TBD	Means of verification: Training or event records, published briefings and reports			
Indicator 1.1.1b	Number of policy proposals, briefs, reports, advocacy materials etc. produced by tripartite constituents on just transition themes, by theme, per year	Baseline: Defined as zero at start of DWCP	Target: TBD	Means of verification: Published materials from Government, employers, workers			
Output 1.1.2: Institutional mechanisms for enhanced coordination on just transition policies and planning are established							
Indicator 1.1.2a	Existence of a functional inter-ministerial or tripartite working group on just transition	Baseline: No coordination mechanism	Target: Coordination mechanism operational by end 2025	Means of verification: Terms or reference of coordination mechanism, meeting records, member lists			
Indicator 1.1.2b	Number of policy initiatives / proposals developed through coordination mechanism, by theme, per year	Baseline: None	Target: TBD	Means of verification: documents, meeting records etc.			

Outcome 1.2					
Output 1.1.3: Evidence-based tools and guidance are developed to support policymaking on just transition					
Indicator 1.1.3a	Number of evidence-based tools or guidance notes published	Baseline: None	Target: TBD	Means of verification: Published reports, guidance, tools etc.	
Indicator 1.1.3b	Number of policy proposals discussed and/or adopted by relevant policymaking bodies that use / reference newly developed data, analyses, or tools	Baseline: None	Target: Increase from baseline	Means of verification: Policy proposals, meeting records from policymaking bodies, briefings etc. to support policymaking meetings	
Output 1.1.4: A framework to mainstream just transition across all relevant national policies is developed and implemented					
Indicator 1.1.4a	Existence of an approved policy framework for mainstreaming just transition ¹	Baseline: None	Target: Approved framework by end 2026	Means of verification: Framework document	
Indicator 1.1.4b	Number of distinct policy measures under the framework with all relevant elements approved (implementing, responsibility budget allocation, indicators etc.), by responsible entity and thematic area, per year	Baseline: None	Target: TBD	Means of verification: Framework document, ministerial / department plans and budgets	
Indicator 1.1.4c	Number of policy measures that include an express focus on women, youth, people with disability, or other target group, by responsible entity and target group, per year	Baseline: None	Target: TBD	Means of verification: Framework document, ministerial / department plans and budgets	

¹ Framework¹ in this context refers to any policymaking matrix, action plan, roadmap, or similar instrument that sets out key thematic objectives, institutional responsibilities, schedules, etc. for specific policy measures.

Outcome 1.2: Integrated policies and plans for employment are implemented

Outcome 1.2					
Outcome 1.2: Enhanced data and policy coherence for just transition towards environmentally sustainable economies and societies for all		Partners:		Integrated resource framework	
				Estimated to be available	To be mobilized
				US\$	US\$
Risks and assumptions	Assumes continued high-level Government and tripartite commitment to integrated employment policy implementation, adequate technical, financial, and human resources for institutions responsible for policy development and implementation, effective coordination among relevant ministries and social partners, and timely access to relevant labour market data and analysis.				
Indicator 1.1a	Number of national employment-related policies and plans adopted, per year	Baseline: Defined as zero at start of DWCP	Target: People Development Policy adopted by [date]; Labour Migration Policy adopted by [date]	Means of verification: Official policy documents	
Indicator 1.1b	Number / percentage of policy objectives or targets achieved (or measurable progress towards targets), by policy instrument, per year	Baseline: Defined as zero at start of DWCP	Target: TBD	Means of verification: Ministerial / department plans and budgets, reports from policy monitoring bodies	
ILO P&B 2024-25	Outcome 2 (Strong, representative and influential tripartite constituents and effective social dialogue), Outcome 3 (Full and productive employment for just transition) (BRB103)				
UN-MSDCF 2022-2026	Outcome 2 (inclusive and resilient economic growth), Outcome 3 (eliminate discrimination and address structural inequalities)				
Contribution to SDGs	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 17 PARTNERSHIPS FOR THE GOALS				

Outcome 1.2					
Main outputs					
Output 1.2.1: A national People Development Policy and implementation framework is validated and adopted by tripartite constituents					
Indicator 1.2.1a	Existence of a National People Development Policy and implementation framework, validated by tripartite constituents and formally adopted by Government (e.g., approved by Cabinet)	Baseline: None	Target: Adopted by end 2025	Means of verification: Policy and framework documents, ministerial / department budgets and plans	
Indicator 1.2.1b	Number of specific policy objectives / implementation indicators that include express reference to gender equality and/or target groups, by target group	Baseline: None	Target: TBD	Means of verification: Policy documents	
Indicator 1.2.1c	Number of specific policy objectives / implementation indicators that include express reference to climate resilience or just transition goals	Baseline: None	Target: TBD	Means of verification: Policy documents	
Output 1.2.2: A People Development Strategy to implement the Policy is validated and adopted by tripartite constituents					
Indicator 1.2.2a	Existence of a National People Development Strategy, validated by tripartite constituents and adopted by Government (e.g., approved by Cabinet and institutional responsibilities and budgets assigned)	Baseline: None	Target: TBD	Means of verification: Strategy documents	
Indicator 1.2.2b	Number of specific Strategy objectives / implementation indicators that include express reference to gender equality and/or target groups, by target group	Baseline: None	Target: TBD	Means of verification: Strategy documents	
Indicator 1.2.2c	Number of specific Strategy objectives / implementation indicators that include express reference to climate resilience or just transition goals	Baseline: None	Target: TBD	Means of verification: Strategy documents	

Outcome 1.2					
Output 1.2.3: The People Development Strategy is implemented					
Indicator 1.2.3a	Number / percentage of objectives from the Strategy successfully achieved (and/or measurable progress achieved), by thematic area, per year <i>Note: it is anticipated that the Strategy will define its own indicators that can serve as the basis for monitoring / measurement under this output.</i>	Baseline: None	Target: TBD	Means of verification: Data / reports from Strategy implementation bodies	
Indicator 1.2.3b	Number / percentage of specific Strategy objectives related to gender equality and/or target groups that are achieved (or progress towards achievement), by target group, per year	Baseline: None	Target: TBD	Means of verification: Data / reports from Strategy implementation bodies	
Indicator 1.2.3c	Number / percentage of specific Strategy objectives related to climate resilience or just transition that are achieved (or progress towards achievement), by thematic area, per year	Baseline: None	Target: TBD	Means of verification: Data / reports from Strategy implementation bodies	
Output 1.2.4: A comprehensive Labour Migration Policy and action plan are developed and approved by Cabinet					
Indicator 1.2.4a	Existence of a Labour Migration Policy adopted by Government (e.g., approved by Cabinet)	Baseline: None	Target: Adopted by end 2026	Means of verification: Policy documents	
Indicator 1.2.4b	Existence of an action plan to implement the Labour Migration Policy adopted by Government (e.g., approved by Cabinet and responsibilities and budgets assigned)	Baseline: None	Target: Adopted by end 2026	Means of verification: Policy documents, ministerial / department budgets and plans	
Indicator 1.2.4c	Number of specific policy objectives / action plan items that include express reference to gender equality and/or target groups, by target group	Baseline: None	Target: TBD	Means of verification: Policy / action plan documents	

Outcome 1.3: An adaptive, universal, and rights-based social protection system is progressively realized

Outcome 1.3				
Outcome 1.3: An adaptive, universal, and rights-based social protection system is progressively realized		Partners:	Integrated resource framework	
			Estimated to be available	To be mobilized
			US\$	US\$
Risks and assumptions	Assumes inter-institutional cooperation (especially between NISSS, MPEA, MLST) and coordination on DWCP activities with other projects under way to reform the social protection system (e.g., long-term IDB-financed reform programme), and support for anticipated outputs from relevant Government functions (e.g., in relation to potential reform of MSE tax regime). Factors affecting overall financial sustainability of the social protection system (including economic shocks or climate disasters) pose risks to realizing outputs under this outcome.			
Indicator 1.3a	Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims, and the poor and vulnerable, per year [SDG indicator 1.3.1]	Baseline: TBD	Target: TBD	Means of verification: National statistical data (ILO statistical sources)
Indicator 1.3b	(Estimated) coverage rates among self-employed, per year	Baseline: TBD	Target: TBD	Means of verification: National statistical data (ILO statistical sources)
Indicators 1.3c	TBD	Baseline: TBD	Target: TBD	Means of verification:
Indicators 1.3d	TBD	Baseline: TBD	Target: TBD	Means of verification:
ILO P&B 2024-25	Outcome 7 (Universal social protection) (SPS151)			
UN-MSDCF 2022-2026	Outcome 4 (equitably access and utilize universal, quality and shock- responsive social protection)			

Outcome 1.3						
Contribution to SDGs	      					
Main outputs						
Output 1.3.1: A national social protection strategy is adopted						
Indicator 1.3.1a	Establishment of tripartite coordination mechanism for social protection strategy development and implementation	Baseline: None	Target: TBD	Means of verification: Government / social partner reports		
Indicator 1.3.1b	National social protection strategy validated by tripartite constituents and adopted by Government (approved by Cabinet and institutional responsibilities and budget assigned)	Baseline: None	Target: TBD	Means of verification: Strategy document, departmental plans / budgets		
Output 1.3.2: Social insurance schemes are revised for self-employed and MSEs						
Indicator 1.3.2a	Scheme design / regulatory measures to incentivize registration of self-employed and Micro and Small Enterprises (MSEs), by type of measure, per year	Baseline: TBD (qualitative)	Target: TBD (qualitative)	Means of verification: Reports from NISSS, MPEA (qualitative)		
Indicator 1.3.2b	Number of self-employed / MSEs registered (or newly registered) with NISSS, by sector and sex, age, disability, per year	Baseline: TBD	Target: TBD	Means of verification: NISSS data		
Indicator 1.3.2c	Outreach and awareness raising initiatives implemented by social partners to promote registration of self-employed / MSEs, by social partner organization, per year	Baseline: TBD (qualitative)	Target: TBD (qualitative)	Means of verification: Reports from social partner organizations (qualitative)		

Outcome 1.3					
Output 1.3.3: Measures to consolidate and harmonise contributory and non-contributory social protection schemes are implemented					
Indicator 1.3.3a	Number of contributory and non-contributory schemes with revised eligibility criteria and/or simplified claims processes to improve harmonization, by category of scheme, per year	Baseline: TBD	Target: TBD	Means of verification: Reports / data from NISSS, MPEA	
Indicator 1.3.3b	Number of scheme databases / registries that are interoperable between NISSS and MPEA, by category of scheme, per year	Baseline: TBD	Target: TBD	Means of verification: Reports / data from NISSS, MPEA	
Indicator 1.3.3c	Average processing time for social protection claims, by scheme, per year	Baseline: TBD	Target: TBD	Means of verification: Reports / data from NISSS, MPEA	
Output 1.3.4: Employment promotion measures are designed and implemented to support benefit recipients' transition into employment					
Indicator 1.3.4a	Number of referral or cooperation protocols between social protection stakeholders (NISSS, MPEA) and employment services / programs (MLST / BECCS), per year	Baseline: TBD	Target: TBD	Means of verification: Reports / data from NISSS, MPEA, MLST (BECCS)	
Indicator 1.3.4b	Number of social protection beneficiaries enrolled in employment promotion programmes, by sex, age, disability, nationality, per year	Baseline: TBD	Target: TBD	Means of verification: Reports / data from NISSS, MPEA, MLST (BECCS)	
Indicator 1.3.4c	Number of schemes revised to support transition into work (e.g., benefit 'phase out' on entering paid employment), by scheme and beneficiary group, per year	Baseline: TBD	Target: TBD	Means of verification: Reports / data from NISSS, MPEA	

Outcome 1.4: National capacities to generate, manage, and use labour market information are strengthened to support evidence-based planning and policymaking

Outcome 1.4					
Outcome 1.4: National capacities to generate, manage, and use labour market information are strengthened to support evidence-based planning and policymaking		Partners:		Integrated resource framework	
				Estimated to be available	To be mobilized
				US\$	US\$
Risks and assumptions	Assumes sustained inter-ministerial collaboration, adequate technical capacity in key labour market information systems (LMIS) institutions (especially BSS and MLST), and funding for timely implementation of updated data collection frameworks and data management infrastructure. Additional risks include the likely restructuring of the national statistical system, which may affect capacity of BSS and other LMIS institutions.				
Indicator 1.4a	Number of core labour market indicators collected and disseminated annually, of which are disaggregated by sex, age disability, migration status, per year	Baseline: TBD	Target: TBD	Means of verification: Published reports, briefings, databases etc. from BSS, MLST, or other LMIS stakeholders	
Indicator 1.4b	Number of policy-related reports, proposals, briefs, or advocacy materials produced by constituents that include use of new LMI and/or LMIS data sources, by producer and thematic area, per year	Baseline: Zero	Target: TBD	Means of verification: Published reports, briefings etc. from national stakeholders	
Indicator 1.4c	Number of policy proposals discussed in national social dialogue fora that make use of (reference) data or analyses from the LMIS, by thematic area, per year	Baseline: Zero	Target: TBD	Means of verification: Policy proposals / briefings, records of meetings from social dialogue bodies	
ILO P&B 2024-25	Outcome 8 (Integrated policy and institutional responses for social justice through Decent Work) (BRB101)				
UN-MSDCF 2022-2026	Outcome 3 (National Governments and regional institutions use relevant data and information)				

Outcome 1.4															
Contribution to SDGs	8 DECENT WORK AND ECONOMIC GROWTH 			10 REDUCED INEQUALITIES 			17 PARTNERSHIPS FOR THE GOALS 								
	Main outputs														
	Output 1.4.1: An institutional framework for a labour market information system (LMIS) is established														
Indicator 1.4.1a	Existence of a functional LMIS governance body (e.g., inter-agency working group)	Baseline: None	Target: TBD	Means of verification: Terms or reference of governance body, member lists											
Indicator 1.4.1b	Existence of an LMIS work plan (or similar document) with priority areas	Baseline: None	Target: TBD document	Means of verification: LMIS plan											
Indicator 1.4.1c / 1.4.1d [TBD] ²	Number of meetings of the LMIS governance body, per year <i>Number of LMIS work plan items achieved, by thematic area, per year</i>	Baseline: None	Target: TBD	Means of verification: Meeting records / monitoring reports of <i>LMIS governance body</i>											
Output 1.4.2: Key labour market indicators (LMI) and analyses are produced and published in a timely manner															
Indicator 1.4.2a	Number of core LMI produced annually, per year	Baseline: TBD	Target: Increase on baseline	Means of verification: Published reports, briefings, databases etc. from BSS, MLST, or other LMIS stakeholders											
Indicator 1.4.2b	Percentage of core LMI that are disaggregated by sector, sex, age, disability, migration status, per year	Baseline: TBD	Target: TBD	Means of verification: Published reports, briefings, databases etc. from BSS, MLST, or other LMIS stakeholders											
Indicator 1.4.2c	Average difference (in months) between date of data collection and date of publication / dissemination, per year	Baseline: TBD	Target: TBD	Means of verification: Published reports, briefings, databases etc. from BSS, MLST, or other LMIS stakeholders											

² May go beyond the scope of the current output formulation (focused on establishment of institutional framework).

Output 1.4					
Output 1.4.3: Tailored analyses and reports on priority Decent Work topics are periodically produced					
Indicator 1.4.3a	Number of data collection instruments developed and implemented on specific Decent Work issues, by thematic area, per year	Baseline: Zero	Target: TBD	Means of verification: Reports / data collection instruments from BSS, MLST	
Indicator 1.4.3b	Number of reports, analyses, etc. produced on specific Decent Work issues that are based on new data collection, by thematic area, per year	Baseline: Zero	Target: TBD	Means of verification: Reports / briefings etc. produced by BSS, MLST, or other LMIS stakeholders	
Output 1.4.4: The capacities of social partners to generate and use research and statistics for strategic planning and advocacy are enhanced					
Indicator 1.4.4a	Number of reports, policy briefs, advocacy materials etc. produced by social partner organizations that use new LM data or analyses, by thematic area and social partner organization, per year	Baseline: TBD	Target: Increase on baseline	Means of verification: Reports etc. produced from social partner organizations	
Indicator 1.4.4b	Number of reports, policy briefs, advocacy materials etc. produced by social partner organizations that are based on their own primary data collection, by thematic area and social partner organization, per year	Baseline: TBD	Target: Increase on baseline	Means of verification: Reports etc. produced from social partner organization	
Indicator 1.4.4c	Number of trainings / numbers of social partner personnel trained on research and data collection methodologies, by thematic area, per year	Baseline: Defined as zero at start of DWCP	Target: TBD	Means of verification: Training reports	

► Priority 2: Strengthened national systems for skills development, employment services, and support for sustainable enterprises

Outcome 2.1: The capacities and operational effectiveness of public employment services (PES) are strengthened

Outcome 2.1				
Risks and assumptions	Outcome 2.1: The capacities and operational effectiveness of PES are strengthened	Partners:	Integrated resource framework	
			Estimated to be available	To be mobilized
			US\$	US\$
			Assumes that planned restructure of MLST will not fundamentally alter PES functions, capacity, and funding, and that resources are available to upgrade digital data / case management systems for BECCs / MLST. Also assumes effective engagement and participation from private sector / employers in strengthening PES capacities and activities.	
Indicator 2.1a	Number of job seekers registered with PES receiving tailored support, disaggregated by sex, age, disability, nationality, per year	Baseline: TBD	Target: TBD	Means of verification: BECCS reports / data
Indicator 2.1b	Number of vacancies registered with PES, by sector and skills / qualification level, per year	Baseline: TBD	Target: TBD	Means of verification: BECCS reports / data
Indicator 2.1c	Percentage of PES users placed in employment, by sex, age, disability, nationality, per year; of which are still in employment after 12 months	Baseline: TBD	Target: TBD	Means of verification: BECCS reports / data (e.g., tracer studies / placement monitoring)

Outcome 2.1					
Indicators 2.1d	Satisfaction level of PES users (jobseekers and employers), by service area / theme, per year	Baseline: To be established	Target: Increase from baseline	Means of verification: User survey / feedback	
ILO P&B 2024-2025	Outcome 3 (Full and productive employment for just transitions), Outcome 5 (Gender equality and equality of treatment and opportunities for all) (BRB101)				
UN-MSDCF 2022-2026	Outcome 3 (laws and policies to eliminate discrimination, address structural inequalities and ensure the advancement of twthose at risk of being left furthest behind)				
Contribution to SDGs	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 17 PARTNERSHIPS FOR THE GOALS				
Main outputs					
Output 2.1.1: An action plan for strengthening PES is developed and implemented					
Indicator 2.1.1a	Existence of an action plan for PES approved by Cabinet (including responsibilities and budgets assigned)	Baseline: None	Target: Adopted by [year]	Means of verification: document	
Indicator 2.1.1b	Number / percentage of objectives achieved, by thematic area, per year <i>[additional / specific indicators from PES action plan can be included here]</i>	Baseline: None	Target: TBD	Means of verification: BECCS monitoring reports / data	

Outcome 2.1					
Output 2.1.2: An expanded employment readiness programme is implemented					
Indicator 2.1.2a	Number of participants completing Job Start Plus training programme(s), by type of programme (provider, level, topic) and sex, age, disability, nationality, per year	Baseline: TBD	Target: Increase on baseline	Means of verification: BECCS monitoring reports /data	
Indicator 2.1.2b	Number of participants from employability training programmes that are in employment 6 months after training, by sector / occupation and sex, age, disability, nationality, per year	Baseline: TBD	Target: TBD	Means of verification: Tracer studies	
Indicator 2.1.2c	Number of participants from Job Start Plus programmes that are enrolled in further training / education programmes 6 months after Job Start Plus, by programme and sex, age, disability, nationality, per year	Baseline: TBD	Target: TBD	Means of verification: Tracer studies	

Outcome 2.2: The national TVET system is strengthened to deliver responsive workforce training aligned to labour market needs

Outcome 2.2					
Outcome 2.2: The national TVET system is strengthened to deliver responsive workforce training aligned to labour market needs		Partners:	Integrated resource framework		
			Estimated to be available	To be mobilized	
			US\$		US\$
Risks and assumptions	Assumes continued political and budgetary support for timely implementation of significant policy and institutional reforms of the national training system (TVET Policy, sector skills bodies (SSBs), redesigned national apprenticeship system), as well as active engagement and resource allocation from EBMOs (e.g., contributions to the formation and activities of SSBs, co-delivery of apprenticeship programmes). Also assumes development of capacities to generate key data (e.g., sector skills needs) in a timely manner				
Indicator 2.2a	Number of TVET programmes / curricula revised or updated, or new programmes introduced, by subject area, per year [of which are based on new data collection / industry engagement]	Baseline: Defined as zero at start of DWCP	Target: TBD	Means of verification: TVET Council documents /databases	
Indicator 2.2b	Enrolment and/or graduation rates in TVET programmes, by subject matter, sex, and disability, per year	Baseline: TBD	Target: TBD	Means of verification: TVET Council documents / databases, records of other TVET institutions	
Indicator 2.2c	Percentage of TVET graduates employed in their field of training within 12 months of completion, by sector / occupation, sex, and disability, per year	Baseline: TBD	Target: TBD	Means of verification: Tracer studies	
Indicators 2.2d	Number of apprenticeship placements facilitated through the national framework, by sector / occupation, sex, disability, per year	Baseline: TBD	Target: TBD	Means of verification: TVET Council and BVTB records	

Outcome 2.2									
ILO P&B 2024-25	Outcome 3 (Full and productive employment for just transitions), Outcome 4 (Sustainable enterprises for inclusive growth and Decent Work) (BRB101, BRB104)								
UN-MSDCF 2022-2026	Outcome 3 (laws and policies to eliminate discrimination, address structural inequalities and ensure the advancement of those at risk of being left furthest behind), Outcome 4 (universal, quality and shock responsive social protection, education, health and care services)								
Contribution to SDGs	4 QUALITY EDUCATION  8 DECENT WORK AND ECONOMIC GROWTH  10 REDUCED INEQUALITIES 								
Main outputs									
Output 2.2.1: The draft TVET Policy is revised and adopted and an action plan developed									
Indicator 2.2.1a	Existence of a TVET Policy that is formally adopted (approved by Cabinet)	Baseline: None (draft from 2018)	Target: TBD	Means of verification: Official policy document(s)					
Indicator 2.2.1b	Existence of an action plan for implementing the TVET Policy, with institutional responsibilities and budget assigned	Baseline: None	Target: TBD	Means of verification: Official policy document(s), departmental plans / budgets					
Indicator 2.2.1c	Number of express cross-references (e.g., aligned objectives, co-delivery of action plan items) between TVET Policy and People Development Policy, by thematic area	Baseline: N/A	Target: TBD	Means of verification: Official policy / action plan documents					

Outcome 2.2					
Output 2.2.2: Sector skills bodies (SSBs) are established in key sectors for economic development					
Indicator 2.2.2a	Number of SSBs established and operationalised, by sector, per year	Baseline: TBD	Target: TBD	Means of verification: Terms of reference for SSBs, meeting records, members lists	
Indicator 2.2.2b	Number of reports, briefings, policy proposals, needs assessments, etc. produced by SSBs, by type of output and sector, per year	Baseline: None	Target: TBD	Means of verification: Official documents / records from SSBs	
Output 2.2.3: An action plan for implementing a redesigned national apprenticeship programme is developed and adopted					
Indicator 2.2.3a	(Summary) assessment and recommendations for redesign of national apprenticeship system validated by tripartite constituents	Baseline: None	Target: TBD	Means of verification: Report / assessment document(s) from MTVET / BVTB	
Indicator 2.2.3b	n for implementing a redesigned national apprenticeship programme is adopted (approved by Cabinet, institutional responsibilities and budget assigned)	Baseline: None	Target: TBD	Means of verification: Action plan document(s) from MTVET / BVTB, departmental plans / budget	
Indicator 2.2.3c	Number of employers that have received training and other support on development and delivery of quality apprenticeship programmes (e.g., provided by national EBMOs with ILO support), per year	Baseline: None	Target: TBD	Means of verification: Records / documents from EBMOs	
Indicator 2.2.3d	Number of workers' organization that developed plans, strategies, or advocacy materials for organising and representing apprentices, per year	Baseline: None	Target: TBD	Means of verification: Records / documents from workers' organizations	

Outcome 2.3: Increased productivity, resilience, and sustainability of Medium, Small and Micro Enterprises (MSMEs)

Outcome 2.3				
Outcome 2.3: Increased productivity, resilience, and sustainability of MSMEs		Partners:	Integrated resource framework	
			Estimated to be available	To be mobilized
			US\$	US\$
Risks and assumptions	Assumes availability of budgetary and other resources to support productivity and MSME support measures, timely progression of any relevant regulatory measures or incentives, capacity of social partner organizations to support MSME development (especially formalization), the development and/or availability of technical capacity for productivity measurement, the availability of enterprise data to monitoring achievement of outputs / outcome (e.g., enterprise surveys), and tripartite agreement on appropriate institutional mechanisms / arrangements for productivity monitoring and delivery of business development support services.			
Indicator 2.3a	Number of indicators, reports, analyses, etc. produced by relevant institutions on productivity, by sector / national, per year	Baseline: One available indicator (output per worker [share of GDP])	Target: TBD (additional / more nuanced productivity measures / assessments)	Means of verification: Reports, analyses, data produced by national productivity organizations and/or other relevant institutions (e.g., BSS)
Indicator 2.3b	Number of MSMEs accessing business development support (BDS) services, by sector and category of service, per year	Baseline: TBD	Target: TBD	Means of verification: Ministry of Energy and Business data, records of BDS service providers
Indicator 2.3c	Number of new business licenses and/or social security registrations from MSMEs, by sector, per year	Baseline: Defined as zero at start of DWCP	Target: TBD	Means of verification: Business / social protection registration data

Outcome 2.3									
Additional indicators - subject to implementation of an enterprise survey	Possible indicators include: ▶ Number / percentage of MSMEs that have up-to-date business plans (including financial plans), by sector, per year ▶ Number / percentage of MSMEs that have financial reserves for 3 months operations (and/or insurance against business disruptions due to climate disasters etc.), by sector, per year ▶ Number of enterprises that have adopted green business initiatives / measures, by sector, per year ▶ Level of satisfaction with availability and quality of BDS services, by type / subject matter of service, per year								
	ILO P&B 2024-25	Outcome 4 (Sustainable enterprises for inclusive growth and Decent Work) (BRB104)							
	UN-MSDCF 2022-2026	Outcome 1 (More productive and competitive business ecosystem), Outcome 2 (more diversified and sustainable economy that supports inclusive and resilient economic growth)							
	Contribution to SDGs	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 13 CLIMATE ACTION							
Main outputs									
Output 2.3.1: An institutional framework for measuring and tracking productivity, at sector and national levels, is developed and operationalized									
Indicator 2.3.1a	Existence of a functional productivity measurement and analysis mechanism (e.g., National Productivity Organization or equivalent function) with mandate and budget assigned	Baseline: None	Target: TBD	Means of verification: Terms of reference for mechanism, members list, Cabinet decision, departmental plan / budget					
Indicator 2.3.1b	Number of indicators, reports, analyses, etc. produced by relevant institutions on productivity, by sector / national, per year	Baseline: None	Target: TBD	Means of verification: Reports, analyses, data produced by National Productivity Organization and/or other relevant institutions (e.g., BSS)					

Outcome 2.3					
Output 2.3.2: Business development services (BDS) and financial incentives for green enterprise are strengthened					
Indicator 2.3.2a	Number of MSMEs accessing BDS services focused on green enterprise development / green business practices, by type and sector, per year	Baseline: TBD	Target: TBD service providers (and survey, if applicable)	Means of verification: Records of BDS and/or enterprise	
Indicator 2.3.2b	Number of MSMEs benefiting from financial incentives for green enterprise development / green business practices (e.g., concessional finance, tax exemption schemes, etc.), by type and sector, per year	Baseline: TBD	Target: TBD	Means of verification: Records of relevant institutions / schemes (e.g., tax authorities, financial institutions)	
Indicator 2.3.2c [requires enterprise survey]	Number of MSMEs reporting adoption of new green business practices because of support, by type of measures and sector, per year	Baseline: N/A	Target: TBD	Means of verification: Enterprise survey	
Output 2.3.3: A sectoral action plan for promoting enterprise formalization is developed and implemented					
Indicator 2.3.3a	Existence of a sectoral action plan for MSME formalization that is formally adopted by Government (approved by Cabinet, institutional responsibilities and budget assigned)	Baseline: None	Target: TBD	Means of verification: Action plan document(s), departmental plans / budgets	
Indicator 2.3.3b	Number / percentage of action plan items achieved, per year	Baseline: N/A	Target: TBD	Means of verification: Monitoring reports from responsible Government body / DWCP Steering Committee	
Indicator 2.3.3c	Number of MSMEs that have participated in / benefitted from formalization support measures (training, guidance, etc.) from EBMOs, by sector, per year	Baseline: N/A	Target: TBD	Means of verification: Report / records of EMBO activities	

Outcome 2.3					
Output 2.3.4: A mechanism for coordinating the design and delivery of MSME support services is established and operationalized					
Indicator 2.3.4a	Existence of an operational coordination mechanism for MSME support services (e.g., small business development centre established and operationalized; online portal providing register of BDS services, advice to MSMEs, referrals to relevant services etc.) <i>[indicator can be refined based on agreed focus of activities under 2.3.4]</i>	Baseline: TBD	Target: TBD	Means of verification: Reports from Ministry of Energy and Business (MEB), EBMOs, other relevant stakeholders	
Indicator 2.3.4b	Number of enterprises that have used coordination mechanism, by sector and characteristics of enterprise owner (sex, age, disability status), per year <i>[indicator can be refined based on mechanism implemented – e.g., number of users / referrals via small business development centre or online portal]</i>	Baseline: TBD	Target: TBD	Means of verification: Reports from MEB, EBMOs, other relevant stakeholders	
Additional indicators	Other possible indicators include: ► Level of satisfaction among users of mechanisms, by sector and characteristics of enterprise owner (sex, age, disability status), per year				

Outcome 2.4: Increased performance, resilience, and sustainability of Third Sector organizations

Outcome 2.4					
Outcome 2.4: Increased performance, resilience, and sustainability of Third Sector organizations		Partners:	Integrated resource framework		
			Estimate to be available	To be mobilized	
			US\$		US\$
Risks and assumptions	Assumes development of adequate capacity in MLST to develop and implement a National Action Plan, including collaboration with Cooperatives Department (MEB) and other relevant stakeholders, and adequate budget / resources for implementation (including data collection). Regulatory reforms rely on timely progression of legislative processes.				
Indicator 2.4a	Number of Third Sector organizations and cooperatives that have completed training to strengthen management capacity, by sector of operation and type of organization, per year	Baseline: TBD	Target: TBD	Means of verification: Reports / records of training participation from MLST and/or Cooperatives Department	
Indicator 2.4b	Number of active Third Sector organizations registered with relevant authorities, by sector of operation and type of organization, per year; of which are compliant with all relevant administrative requirements (e.g., annual financial statements)	Baseline: TBD	Target: TBD	Means of verification: Records of relevant administrative authorities (e.g., MLST, Cooperative Department, Corporate Affairs and Intellectual Property Office)	
Indicator 2.4c	Number of workers that are members of cooperatives, by sector of operation and sex, per year	Baseline: TBD	Target: TBD	Means of verification: Reports / records MLST / Cooperatives Department	
Additional indicators	Additional outcome indicators to measure Third Sector performance to be developed based on objectives / monitoring framework of National Action Plan (2.4.1).				

Output 2.4					
Output 2.4.2: Tailored services and tools to build capacity of Third Sector organizations in key sectors are developed and implemented					
Indicator 2.4.2a	Number of sector-specific measures (e.g., data collection / assessments, training programmes, guidance materials) implemented to support Third Sector organizations in selected sectors, by sector and type of organization, per year	Baseline: N/A	Target: TBD	Means of verification: Record / reports from MLST, Cooperatives Department	
Indicator 2.4.2b	Number of new cooperatives formally established, by sector of operation, per year – and/or – number of workers that are members of cooperatives, by sector of operation and sex, per year	Baseline: TBD	Target: TBD	Means of verification: Record / reports from MLST, Cooperatives Department	
Additional indicators		Additional indicators to be developed based on specific measures agreed by constituents			

► Priority 3: Enhanced national capacities for effective labour administration, social dialogue, and rights and protections at work for all

Outcome 3.1: Increased institutional capacities and structures for effective labour administration and social dialogue

Outcome 3.1					
Outcome 3.1: Increased institutional capacities and structures for effective labour administration and social dialogue		Partners:	Integrated resource framework		
			Estimated to be available	To be mobilized	
			US\$	US\$	
Risks and assumptions	Assumes that tripartite constituents can reach agreement on potential measures to strengthen social dialogue mechanisms, including dispute resolution processes, and that institutional restructuring of the MLST remains a Government priority, with adequate resources allocated to ensure timely progress on reforms that do not significantly affect the MLST's capacity to deliver outputs under this outcome.				
Indicator 3.1 a	Number of legislative or policy proposals submitted to Cabinet by national social dialogue mechanisms, by thematic area, per year	Baseline: TBD	Target: TBD	Means of verification: Reports / meeting records of social dialogue mechanisms, record of Cabinet decisions	
Indicator 3.1 b	Perception of tripartite constituent on the effectiveness of national social dialogue mechanisms, per year	Baseline: TBD	Target: TBD	Means of verification: Survey / consultation with representatives of national tripartite constituents	
Indicator 3.1 c	Aggregated scores on key performance indicators (KPIs) for MLST functions (to be developed as part of 3.1.2), per year	Baseline: TBD	Target: TBD	Means of verification: Regular performance / monitoring reports of MLST	

Outcome 3.1					
Indicator 3.1d	Number of workplace inspections carried out by labour inspectors, by sector, per year; of which identified non-compliances	Baseline: TBD	Target: TBD	Means of verification: MLST administrative data / reports	
Indicators 3.1e	Average resolution time for labour disputes, by process / mechanism (e.g., ERT, conciliation), per year			Means of verification: Reports / data from MLST / ERT	
ILO P&B 2024-25	Outcome 2 (Strong, representative and influential tripartite constituents and effective social dialogue) (BRB103)				
UN-MSDCF 2022-2026	Outcome 3 (laws and policies to eliminate discrimination, address structural inequalities and ensure the advancement of those at risk of being left furthest behind)				
Contribution to SDGs	 8 DECENT WORK AND ECONOMIC GROWTH  10 REDUCED INEQUALITIES  16 PEACE AND JUSTICE STRONG INSTITUTIONS  17 PARTNERSHIPS FOR THE GOALS				
Main outputs					
Output 3.1.1: An action plan to strengthen the effectiveness of the Social Partnership is developed and validated by tripartite constituents					
Indicator 3.1.1a	Completed self-assessment of social dialogue mechanisms	Baseline: N/A	Target: Completed by end of 2025	Means of verification: Reports from constituents / social dialogue bodies	
Indicator 3.1.1b	Existence of a tripartite action plan to strengthen national dialogue mechanism, validated by tripartite constituents	Baseline: None	Target: TBD	Means of verification: Reports from constituents / social dialogue bodies	
Indicator 3.1.1c	Number / percentage of action plan items achieved, by thematic area, per year	Baseline: None	Target: TBD	Means of verification: Reports from constituents /social dialogue bodies	

Outcome 3.1					
Output 3.1.2: An action plan to strengthen the institutional structure and capacities of the MLST is adopted					
Indicator 3.1.2a	Completed institutional audit of MLST	Baseline: N/A	Target: Completed by end of 2025	Means of verification: MLST reports / documents	
Indicator 3.1.2b	Existence of an action plan for Institutional restructuring and capacity building	Baseline: None	Target: TBD	Means of verification: MLST reports / documents	
Indicator 3.1.2c	Number of labour administration performance reports published, per year – and/or – Number of labour administration key performance indicators (KPIs) defined and reported against, per year	Baseline: None	Target: TBD	Means of verification: MLST reports / documents	
Indicator 3.1.2d	Number of outstanding / late submissions to ILO supervisory mechanism, by instrument, per year	Baseline: None	Target: TBD	Means of verification: MLST reports / documents, records of CEACR	
Output 3.1.3: A strategic compliance approach to labour inspection is implemented					
Indicator 3.1.3a	Existence of a strategic compliance plan for labour inspection	Baseline: TBD	Target: TBD	Means of verification: Labour inspection records / documents	
Indicator 3.1.3b	Number / percentage of workplace inspections that were based on / carried out in line with the strategic compliance, per year	Baseline: TBD	Target: TBD	Means of verification: Labour inspection records / documents	
Indicator 3.1.3c	Number of tailored inspection protocols / guides produced, and labour inspectors trained, on specific compliance issues, by issue area, per year	Baseline: TBD	Target: TBD	Means of verification: Labour inspection records / documents	

Outcome 3.1				
Indicator 3.1.3d [copy of Indicator 3.1d]	Number of workplace inspections carried out by labour inspectors, by sector, per year; in which non compliances are identified	Baseline: TBD	Target: TBD	Means of verification: Labour inspection records / documents
Output 3.1.4: Measures to enhance the accessibility and effectiveness of dispute prevention and resolution mechanisms are implemented				
Indicator 3.1.4a	Number of measures (internal regulations, SOPs, case management tools etc.) to enhance accessibility and efficiency of Employment Rights Tribunal (ERT), by type of measure, per year	Baseline: None	Target: TBD	Means of verification: ERT documents / reports
Indicator 3.1.4b	Number / percentage of disputes resolved, by mechanism (conciliation, ERT, etc.), per year	Baseline: TBD	Target: TBD	Means of verification: MLST and ERT documents / reports
Indicator 3.1.4c	Social partner perception of accessibility and effectiveness of dispute resolution mechanisms, by mechanism and social partner, per year	Baseline: TBD	Target: TBD	Means of verification: Survey / consultation with social partner organization

Outcome 3.2: National legal and policy framework is strengthened for the effective application of international labour standards, with a focus on Fundamental Principles and Rights at Work (FPRW)

Outcome 3.2					
Outcome 3.2: National legal and policy framework is strengthened for effective application of labour standards, with a focus on FPRW		Partners:	Integrated resource framework		
			Estimate to be available		To be mobilized
			US\$		US\$
Risks and assumptions	Assumes tripartite agreement and commitment to legislative and policy reform agenda and timely progression of legislative measures through national legislative processes, and adequate institutional resources and social partner engagement to promote implementation.				
Indicator 3.2a	Number of legislative amendments on labour / employment enacted, by thematic area, per year	Baseline: Defined as zero at start of DWCP	Target: TBD	Means of verification: Legislative records	
Indicator 3.2b	Number / percentage of ILO normative instruments ratified by Barbados, by type of instrument (fundamental, governance, technical), per year	Baseline: TBD	Target: TBD	Means of verification: Reports of ILO supervisory mechanisms	
Indicators 3.2c	Perceptions of tripartite constituents on adequacy of national labour and employment legislation, by thematic area, per year	Baseline: None	Target: TBD	Means of verification: Survey / consultation with national tripartite constituents	
Indicators 3.2d	Extent to which national laws and policies align with international standards, by thematic area, per year	Baseline: TBD	Target: TBD	Means of verification: Comments of ILO supervisory bodies (e.g., CEACR)	

Outcome 3.2						
	[Measurement methodology to be determined – e.g., number of CEACR comments noted ‘with interest’ or ‘with satisfaction’]					
ILO P&B 2024-25	Outcome 1 (Strong, modernized normative action for social justice), Outcome 2 (Strong, representative and influential tripartite constituents and effective social dialogue) (BRB826, BRB103)					
UN-MSDCF 2022-2026	Outcome 3 (laws and policies to eliminate discrimination, address structural inequalities and ensure the advancement of those at risk of being left furthest behind), Outcome 4 (equitably access and utilize universal, quality and shock responsive social protection, education, health and care services)					
Contribution to SDGs	3 GOOD HEALTH AND WELL-BEING  5 GENDER EQUALITY  8 DECENT WORK AND ECONOMIC GROWTH  10 REDUCED INEQUALITIES  16 PEACE AND JUSTICE STRONG INSTITUTIONS 					
Main outputs						
Output 3.2.1: A national Labour Code is adopted						
Indicator 3.2.1 a	Existence of a draft Labour Code validated by tripartite constituents	Baseline: None	Target: TBD	Means of verification: Reports from constituents / social dialogue mechanisms		
Indicator 3.2.1b	Existence of an enacted Labour Code	Baseline: None	Target: By end of 2030	Means of verification: Official legislative records		
Indicator 3.2.1c	Number of employers trained / provided with guidance on content and application in practice of new Labour Code by national EBMOs	Baseline: None	Target: TBD	Means of verification: Reports from EMBOs		

Outcome 3.2				
Indicator 3.2.1d	Number of worker representatives trained / provided with guidance on content and application in practice of new Labour Code by national workers' organizations	Baseline: None	Target: TBD	Means of verification: Reports from workers' organizations
Output 3.2.2: A national action plan on child labour is adopted				
Indicator 3.2.2a	Existence of a new / updated national action plan on child labour is validated by tripartite constituents and adopted by Government (approved by Cabinet with institutional responsibilities and budget assigned)	Baseline: No updated plan	Target: TBD	Means of verification: Policy document(s), departmental plans / budgets
Additional indicators	Constituents may choose to revise the output to include 'implementation' of the updated action plan, in which case additional indicators on implementation will be incorporated here.			
Output 3.2.3: National legal, policy, and institutional framework for occupational safety and health (OSH) is strengthened				
Indicator 3.2.3a	Number of legislative amendments on OSH enacted, by thematic area, per year	Baseline: None	Target: TBD	Means of verification: Official legislative records
Indicator 3.2.3b	National OSH policy updated and validated by tripartite constituents and adopted by Government (approved by Cabinet with institutional responsibilities and budget assigned)	Baseline: No updated OSH policy	Target: TBD	Means of verification: Policy document(s) from MLST
Indicator 3.2.3c	National OSH programme validated by tripartite constituents and adopted by Government (approved by Cabinet with institutional responsibilities and budget assigned)	Baseline: No OSH programme	Target: TBD	Means of verification: Policy document(s) from MLST

Outcome 3.2					
	Number of programme objectives that include an express focus on OSH protections for target groups (e.g., women, young workers, people with disabilities), by target group				
Indicator 3.2.3d	National OSH profile validated by tripartite constituents and published	Baseline: No OSH Profile	Target: TBD	Means of verification: Policy document(s) from MLST	
Indicator 3.2.3e	Measures implemented by EMBOs to promote implementation of updated OSH policy and programme, by type of measure (training, workplace initiatives, etc.), per year	Baseline: N/A	Target: TBD	Means of verification: Reports from EBMOs	
Indicator 3.2.3f	Measures implemented by workers' organizations to promote implementation of updated OSH policy and programme, by type of measure (training, workplace initiatives, etc.), per year	Baseline: N/A	Target: TBD	Means of verification: Reports from workers' organizations	
Output 3.2.4: Fundamental ILO instruments on OSH are ratified					
Indicator 3.2.4a	Number of fundamental OSH instruments ratified by Barbados	Baseline: Not ratified	Target: C155, P155 C187 ratified by	Means of verification: Official ratification instruments end 2025s	
Indicator 3.2.4b [if relevant to DWCP period]	Number of reports submitted to ILO supervisory mechanisms on C155 / C187	Baseline: None	Target: TBD	Means of verification: Government reports	

Outcome 3.2					
Output 3.2.5: Measures to strengthen negotiation and alternative dispute resolution skills at enterprise level are implemented					
Indicator 3.2.5a	Number of capacity-building tools / resources (training modules, guidelines, etc.) produced by national social partner organizations to strengthen negotiation skills among members, by social partner and theme, per year	Baseline: TBD	Target: TBD	Means of verification: Reports from social partner organizations	
Indicator 3.2.5b	Number of employers trained on negotiating skills for enterprise level social dialogue, by theme, per year	Baseline: TBD	Target: TBD	Means of verification: Reports from social partner organizations	
Indicator 3.2.5c	Number of workers' representatives trained on negotiating skills for enterprise level social dialogue, by theme, per year	Baseline: TBD	Target: TBD	Means of verification: Reports from social partner organizations	
Indicator 3.2.5d	Self-assessed competency in negotiating skills among employers' and workers' representatives, by area (e.g., collective bargaining, disputes) and constituent group, per year	Baseline: TBD	Target: TBD	Means of verification: Member surveys conducted by national employers' and workers' organizations	

Outcome 3.3: Enhanced protections for workers are realized

Outcome 3.3					
Outcome 3.3: Enhanced protections for workers are realized		Partners:		Integrated resource framework	
				Estimate to be available	To be mobilized
				US\$	US\$
Risks and assumptions	Assumes continued commitment to priority areas for policy and institutional reforms among tripartite constituents and adequate resources and close cooperation between Government and social partners for implementation. Several outputs rely on the developing the capacity to generate new data to inform the design and monitoring of interventions.				
Indicator 3.3a	Extent to which national laws and policies align with international labour standards concerning minimum wages, domestic workers, violence and harassment at work, and maternity protection, per year <i>[See indicator 3.2d on methodology]</i>	Baseline: TBD	Target: TBD	Means of verification: CEACR comments	
Indicator 3.3b	Working poverty rate, by sex, per year	Baseline: TBD	Target: TBD	Means of verification: National statistical reports	
Indicator 3.3c	Number of domestic workers (i) with a formal employment contract and (ii) registered with social security	Baseline: TBD	Target: TBD	Means of verification: Survey of domestic workers	
Indicators 3.3d	Average length of parental leave taken, by type (maternity / paternity) and sector, per year	Baseline: TBD	Target: TBD	Means of verification: National statistical reports / EBMO data or reports	

Outcome 3.3				
Indicators 3.3e	Perception of tripartite constituents and relevant civil society organizations concerning the adequacy of measures to prevent and address violence and harassment at work, per year	Baseline: TBD	Target: TBD	Means of verification: Survey / consultation with relevant stakeholders
ILO P&B 2024-25	Outcome 6 (Protection at work for all) (SPS151)			
UN-MSDCF 2022-2026	Outcome 3 (laws and policies to eliminate discrimination, address structural inequalities and ensure the advancement of those at risk of being left furthest behind), Outcome 4 (equitably access and utilize universal, quality and shock- responsive social protection, education, health and care services)			
Contribution to SDGs	     			
Main outputs				
Output 3.3.1: An enhanced framework for minimum wage setting is established and operationalized				
Indicator 3.3.1a	Existence of an evidence-based minimum wage-setting methodology validated by tripartite constituents	Baseline: None	Target: TBD	Means of verification: Official reports / documents of Wages Board and /or other relevant bodies
Indicator 3.3.1b	Perception of tripartite constituents of adequacy of minimum wage-setting mechanism, by constituent group, per year	Baseline: None	Target: TBD	Means of verification: Survey / consultation with national tripartite constituents
Indicator 3.3.1c	Number of periodic minimum wage adjustments made in accordance with the new methodology	Baseline: None	Target: TBD	Means of verification: Official gazette notices / records of wage-setting body

Outcome 3.3					
Output 3.3.2: A model employment contract and guidance on complaints mechanisms for domestic workers are developed and disseminated					
Indicator 3.3.2a	A model employment contract for domestic workers validated by tripartite constituents	Baseline: None	Target: TBD	Means of verification: Reports of tripartite constituents	
Indicator 3.3.2b	Guidance on complaints mechanisms / procedures for domestic workers validated by tripartite constituents	Baseline: None	Target: TBD	Means of verification: Reports of tripartite constituents	
Indicator 3.3.2c	Number of domestic workers employed with the model contract, per year	Baseline: None	Target: TBD	Means of verification: Survey of domestic workers / records of social partner organizations involved in dissemination	
Indicator 3.3.2d	Number of measures implemented to improve accessibility and effectiveness of complaints mechanisms for domestic workers (e.g., training and/or updated SOPs for labour authorities on complaints handling, new channels of submission of complaints, such as hotlines, SMS service)	Baseline: None	Target: TBD	Means of verification: Reports from MLST	
Indicator 3.3.2e	Number of domestic workers registered with NISSS, per year	Baseline: None	Target: TBD	Means of verification: Survey of domestic workers / NISSS records	
Output 3.3.3: The Maternity Protection Convention, 2000 (No. 183) is ratified					
Indicator 3.3.3a	Convention No. 183 ratified by Barbados	Baseline: Not	Target: TBD ratified	Means of verification: Official ratification instruments	
Indicator 3.3.3b [if relevant to DWCP period]	Number of reports submitted to ILO supervisory mechanisms on C183	Baseline: None	Target: TBD	Means of verification: Government reports	

Outcome 3.3					
Output 3.3.4: An updated migrant labour protocol is adopted					
Indicator 3.3.4a	Updated migrant protocol adopted (approved by Cabinet)	Baseline: Previous protocol from 2012 (TBC)	Target: TBD	Means of verification: Official documents from MLST	
Indicator 3.3.4b	(Estimated) number of migrant workers reached through direct outreach activities (e.g., attendance at union information sessions), per year <i>[Additional / alternative indicator(s) to be developed]</i>	Baseline: Defined as zero at start of DWCP	Target: TBD	Means of verification: Information from workers' organizations	
Output 3.3.5: A model workplace policy on violence and harassment at work is developed and uptake among employers supported					
Indicator 3.3.5a	A model workplace policy is developed and validated by tripartite constituents	Baseline: None	Target: TBD	Means of verification: Reports of tripartite constituents	
Indicator 3.3.5b	Number of workplaces with a formal policy on violence and harassment at work aligned with the model policy, per year	Baseline: None	Target: TBD	Means of verification: Survey of enterprises / records of EBMOs involved in dissemination	

